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# FINANCIAL TIMES

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World Business Newspaper FRIDAY MAY 3 1996

## French PM in drive to cut budget deficit

French prime minister Alain Juppé launched a big drive yesterday to reduce spending, trim civil servant numbers and axe government waste as the country seeks to cut its deficit enough to qualify for European Monetary Union. He has asked ministers to work on cutting this year's planned deficit of FF228bn (\$66.1bn) to below FF250bn next year. Page 14

**US entry restrictions:** Congress looks unlikely to tighten curbs on the legal rights and numbers of asylum-seekers and refugees trying to enter the US following a narrow Senate vote on part of the immigration bill. Page 7

**Fugitive 'would return':** Fugitive Cypriot businessman Asil Nadir said he would return to Britain to face charges linked to his collapsed Polly Peck business if the ruling Conservative party lost the next general election. Mr Nadir skipped £3.5m (\$5.25m) bail in 1988. Page 9

**London police launch new unit:** Police in the City of London, the UK's financial centre, have set up a unit to fight money laundering. The unit is already investigating six big cases. Page 9

**Indian elections reach second poll day:**



More than 120m Indians queued to cast their votes in the second day of the country's phased general elections, due to end on May 30. Opinion polls predict the Hindu nationalist Bharatiya Janata party will emerge as the biggest party, but short of a majority, with prime minister P.V. Narasimha Rao's Congress party in second place and the leftist National Front-Left Front alliance in third. India's poor have high hopes for change. Page 8

**Extradition turned down:** A South African court turned down a US request for the extradition of British businessman Paul Grealan, wanted on arms dealing charges, saying his alleged offences in the US would not have amounted to crimes if committed in South Africa.

**Cuba complains:** Cuba claimed the US blockade had cost it more than \$40bn and said that proposed US legislation was another attempt to blackmail other countries and deter foreign investors. Page 4

**Deal on search for funds:** Swiss bankers and Jewish leaders signed an agreement in New York setting up an independent commission to find if unclaimed millions in Swiss banks belong to Holocaust victims. Independent auditors appointed by the commission will be allowed unrestricted access to Swiss bank accounts.

**Matsushita enters telecoms:** Japan's biggest consumer electronics company is poised to take advantage of deregulation moves and start a long-distance telephone service. Matsushita aims to connect its own private leased lines to public telecoms networks and provide low-cost telecom services to the public. Page 14

**Subsidiary staff braced for job cuts:** Workers for Belgian airline Sabena, which is 49.5 per cent by Swissair, have been told they face up to 1,700 job cuts or a 15 per cent wage reduction as part of cost-cutting plans. Page 15

**Crédit Agricole takes control:** French mutual bank Crédit Agricole, is to pay FF6.3bn (\$1.22bn) for 51 per cent of Banque Indosuez, with an option to buy the rest by 2000. The Swiss group said the deal, valuing Indosuez at FF11.56bn, would more than wipe out its current debt. Page 15

**Australian wins business prize:** Australian Janet Holmes à Court, who owns 10 London theatres and has successfully restructured the empire of her late husband Robert, was named Britain's Businesswoman of the Year. Page 9

**British fan jailed:** English football fan Matthew Simmons attacked a lawyer in court after he was convicted of provoking Manchester United player Eric Cantona into a kung fu kick at a match last year. Page 9

## Rapid US growth fuels rate rise fears

By Michael Prowse in Washington

A surge in US business investment led to unexpectedly rapid economic growth in the first quarter, intensifying fears yesterday that the Federal Reserve would be forced to increase interest rates.

Spurred by purchases of computers and other high-technology equipment, gross domestic product grew at an annualised rate of 2.8 per cent in real terms. This was nearly twice the rate expected by most Wall Street economists, and sharply higher than

the sluggish 0.5 per cent growth registered at the end of last year.

The Commerce Department figures prompted a sharp fall in bond and equity prices on fears that faster growth might put upward pressure on inflation and interest rates. The yield on the 30-year US Treasury bond rose past 7 per cent for the first time in nine months during early trading, while the Dow Jones Industrial Average fell 42.6 points to 5,532.59 by lunchtime.

The dollar weakened in line with the falls in US bonds. In London, the benchmark 10-year gilt fell by seven-eighths of a

point, while the FT-SE 100 index, also affected by the government's statement on National Power and PowerGen, reversed an early 23-point gain to close 29.6 lower at 3,778.4.

The markets also reacted negatively to reports of an unexpectedly large drop in claims for state unemployment benefits late last month - a sign of robust growth in the second quarter.

This is "clearly a strong economic performance" said Mr Joseph Stiglitz, the chief White House economist. "We believe the economy will continue on its path of sustained expansion."

Mr Mickey Kantor, the commerce secretary, said growth would have been half a percentage point higher but for special factors such as severe winter weather and a strike at General Motors, the car company.

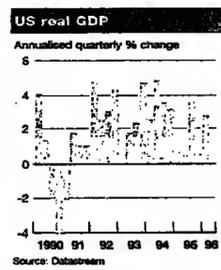
Growth was led by a surge in business fixed investment which grew at an annualised rate of 12.1 per cent, against 3.1 per cent in the final period of last year. The strongest component was computer purchases which grew at an annualised rate of 43 per cent from the fourth quarter of last year.

Consumer spending also

rebounded strongly, growing at an annualised rate of 3.5 per cent in real terms, up from 1.2 per cent at the end of last year. Total domestic sales, which include capital goods, rose 4.1 per cent against 0.6 per cent.

Many economists also expect foreign trade to exert less of a drag than in the first quarter as growth elsewhere recovers.

"It has got to make the Fed a little more nervous. We are in a period of above-trend growth."



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## UK biotechnology group develops milk containing life-saving drugs

### Sheep are brought to market for £100m listing

By Daniel Green in London

The world's most valuable flock of sheep is to come to the stock market in a listing that would value its owner, biotechnology company PPL Therapeutics, at about £100m (\$151m).

The company that created Tracy, a genetically altered sheep whose milk contained a valuable protein, believes its technology can help sufferers of cystic fibrosis, stroke, heart attacks and cancer.

It has already created a flock of 200 sheep in Scotland whose milk contains various drugs.

The method promises to make possible production of complex proteins that exist naturally in the human body. The £25m-£30m to be raised in a market listing next month will be used to put these proteins into human clinical trials with a view to launching products from 2001.

Mr Ron James, PPL's managing director, said: "We need to expand the farm and build another plant. We already have the world's only pharmaceuticals industry standard milking parlour." The parlour includes computers that detect transmitters in each sheep to track their medical and milking history.

"The retail value of the material in a litre of milk is about £500. These animals are very well cared for," Mr James said. PPL's listing would be the latest in a series of sell-offs that have come during a period of sharp share price rises in the biotechnology sector. The listing would be a boost



Ron James with the genetically altered "very well cared for" drug producer PPL is bringing to market

for the biggest shareholder, Apax, a London venture capital company. It first invested in PPL in 1990 and its 25 per cent stake has cost a total of £6m.

PPL is unusual in that there were no founding scientists and no directors will become millionaires as a result of the listing.

The technique for inserting human genes into animals in such a way that the animal's milk contains a protein determined by the gene was developed at Scotland's Roslin Institute, an independent state-funded research centre.

PPL's main corporate partner is Novo Nordisk, a Danish pharmaceuticals company, which has ploughed £8.6m into the venture and holds a 13 per cent stake.

Novo and PPL are sharing the costs of developing protein C, intended to treat heart attacks, and fibrinogen, which could help wounds heal after surgery.

The company also has a partnership with American Home Products, on a milk that might be used to treat dietary problems, and three others with drug companies. But PPL has lost its first cor-

porate partner, Bayer of Germany, whose promise in 1992 to pay up to £10m for Tracy's genes, launched PPL on the road to a stock market listing.

Lex, Page 14

## BT and C&W call off £34bn merger talks

By Alan Cane in London

British Telecommunications and Cable and Wireless, the UK's two largest telecoms companies, called off merger talks unexpectedly late yesterday afternoon.

The talks which could have resulted in the world's third largest telecoms operator valued at some £34bn (\$51bn), founded on price and a mismatch between risks and opportunities.

The deal faced a formidable barrage of obstacles of a regulatory, political and business nature and analysts had never given the talks much more than an even chance of success. There was, nevertheless, a sense of disappointment at both companies that an opportunity to forge the world's first global telecoms carrier had been abandoned.

C&W said yesterday: "While the concept of a merged global business had commercial and industrial merit, there was no prospect of solving the numerous problems the merger presented for the company in a reasonable timescale."

BT said: "The strategic opportunity was one that merited thorough evaluation. But our conclusion was that the risks, at this stage, outweighed the prospective opportunities."

The two companies have been talking sporadically to little effect for several months now, but yesterday's decision essen-

tially signals an end to negotiations. Under the terms of a confidentiality agreement governing the negotiations, neither BT nor C&W may, except in the event of a third party offer, acquire shares in the other without consent for 18 months.

Mr Rod Olsen, C&W acting chief executive, said the failure of the talks would affect the company's plans for stability, growth and development. He said a permanent chief executive, who is believed to be a respected north American telecoms executive, would be appointed shortly to replace Mr James Ross who left the company at the end of last year. The appointment has been in abeyance awaiting the outcome of the talks.

Analysts, pointing out that BT's chief aim in merging with C&W, was to strengthen its presence in the Asia-Pacific region where C&W has a majority stake in the lucrative Hongkong Telecom, expect it to continue discussions with other prospective partners and allies in the region including KDD of Japan, Telettra of Australia, Korea Telecom and Hongkong Telecom itself. BT has always acknowledged its preferred partner in the region was NTT, the principal Japanese carrier, and that prospective regulatory changes in Japan opened

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## German finance ministry set to issue short-term bonds

By Wolfgang Münchau in Frankfurt

The German finance ministry indicated yesterday that it expects to issue short-term government bonds in the near future.

The introduction of government bonds with a maturity of less than one year would mark a significant development for Germany's capital markets, and follows the Bundesbank's recent decision to relax its previously strong opposition. The German central bank, however, is known to be sceptical about the consequences of short-term instruments for monetary policy.

The finance ministry said yesterday that "working level" talks with the Bundesbank were under way, adding that a final decision might be reached soon. Lobbyists have long viewed the absence of a short-term bond market as a handicap for Frankfurt, fearing that it could lose out against other European financial centres after the scheduled start

of European monetary union in 1999, unless a short-term bond market was allowed to develop.

This argument appears to have been accepted reluctantly by the Bundesbank. Mr Johann Wilhelm Gaddum, vice-president of the Bundesbank, said last month: "The critical attitude of the Bundesbank towards short-term financing of long-term credit demand is well established. Our reservations, based on monetary policy considerations, remain in place. But we see, of course, that the transition from the D-Mark towards the euro creates a new situation... We will have to make a judgment as to how to adjust to this development."

As a compromise he suggested the creation of a short-term market that was large enough to operate efficiently, yet not too large as to destabilise monetary policy.

It is believed that the Bundesbank will try to persuade the German government to use short-term instruments only in moderation. For the 1996 budget

the government has already earmarked a provisional DM50bn (\$32.8bn) to be financed through short-term paper, if and when it becomes available.

German economists have estimated that a gross financing level of DM50bn a year would translate into a net market volume of about DM20bn.

It is widely thought that the paper, which does not yet have an official name, will not be a quoted instrument, and will be marketed only in large denominations to the institutional investor market.

Mr Thomas Mayer, chief economist at Goldman Sachs in Frankfurt, said: "It is evident that the idea of short-term instruments is gaining momentum. We have recently seen some trial balloons from the Bundesbank after the finance ministry has been pushing this for some time. It looks as if the U-turn is being made."

He said the government also hoped to benefit from low short-term interest rates and the steep yield curve.

STOCK MARKET INDICES, GOLD, DOLLAR, LUNCHTIME RATES, OTHER RATES, NORTH SEA OIL

CONTENTS table listing various news sections and their page numbers.

Chopard GENÈVE watch advertisement featuring two luxury watches and the brand's logo.

# Government faces contest with Länder on regulatory control of the sector

## Bonn stakes its claim over multimedia

By Frederick Stüdemann  
in Berlin

The German government yesterday moved to ensure that it and not the Länder (federal states) will regulate the multimedia sector.

Mr Jürgen Rüttgers, the federal technology minister, unveiled proposals for a national law providing for information and communication services linked by telephone, computer or television screen to be treated as ordinary commercial activities and not subject to any limitations

on freedom to trade. Access to the market should require the same licence as any other business.

The proposals are the latest twist in a battle between Bonn and the Länder over regulation of the sector, and are likely to be keenly contested in parliament.

"Our starting point is the freedom to enter the market of new services and, with that, the freedom to trade," Mr Rüttgers said. Any other position would create superfluous bureaucracy.

The Länder, which are work-

ing on a draft state treaty, see multimedia as broadcasting, which they regulate.

Mr Bernd Schiphorst, chief executive of the online service company Bertelsmann-AG, welcomed the government move. "We doubt the competence of the Länder," he said.

"Broadcasting is very strongly regulated and we want to avoid that with online services." The market should be open to anyone.

The Länder specify how many broadcasters can operate in their area and limit concen-

trations of ownership. Applicants for licences have to satisfy quality standards and vetting committees include political and church representatives.

The public sector broadcasting companies are in favour of Länder control, believing this will give them the chance to expand into the multimedia sector. "Our commercial competitors do not want us to go into multimedia and are therefore opposed to Länder responsibility," said Mr Peter Voss, director of Süd West Funk, a public sector network.

Commercial operators in the multimedia sector fear that the tussle between the federal government and the Länder over who will regulate the sector could lead to confusion in the market.

Next month the Bonn government will publish its draft law, for which Mr Rüttgers' proposals are intended as a framework discussion document. The Länder are due to unveil their proposals in the summer.

Mr Rüttgers said Bonn wanted to see consumer interests and privacy protected in

the multimedia sector, as well as legal measures against obscenity and incitement to racial hatred. He said responsibility for possibly offensive material on the Internet would lie with the creators and distributors of the material and not with the service providers.

Over the past year online service companies in Germany have been investigated by police on allegations of assisting in distribution of child pornography and racist material, which users accessed through Internet gateways provided by the companies.

# Germany set to change law on takeovers

By Frederick Stüdemann

The German government yesterday proposed changes in the country's competition law to bring national legislation into closer harmony with that of the European Union.

Among specific changes proposed by Mr Günther Rexrodt, the economics minister, is one to double the threshold for referring takeovers to the cartel office from DM500m to DM1bn (€600m) of total turnover of the companies involved.

It is also proposed to scrap excep-

tions from takeover controls in transport, banking, insurance and agriculture. The energy sector is not covered by the draft proposal as the competition regulation of that industry will be dealt with by a separate law.

The economics minister would retain the power to overturn cartel office rulings - as was done in the Daimler Benz takeover of the MBB (€900m) of total turnover of the companies involved.

Retail price maintenance rules would remain for the sale of books.

Mr Rexrodt said this was necessary for reasons of educational and cultural policy.

The proposals were cautiously welcomed by German industry, which has lobbied heavily for changes in competition law. But the BDI industry federation said they did not resolve the differences between German and European law over the exact definition of takeovers and market dominance.

"These are two key areas which need to be sorted out before one can talk about harmonisation," said Mr

Lothar Dressel, the BDI's competition law expert. European law on takeovers focused on how much one company would control, he said, while German competition authorities took a more wide-ranging assessment.

"The result is that in Germany the authorities become involved at a much earlier stage," said Mr Dressel. The BDI, whose members have direct experience of working with both definitions, believe the European one to be "more clear and more correct", he said.

On the issue of market dominance,

the BDI believes that the German authorities take too narrow a definition for assessment, looking chiefly at the level of market share held by a company.

EU law also takes into account the overall state of a particular market when making an assessment.

The draft proposal now enters the consultation stage before being presented to parliament.

Mr Rexrodt said he expected the law to be passed before the end of the current parliament, which ends in 1998.

# Looming election speeds the start of Albania's first stock exchange

## Bourse recruits experienced street dealers

By Marianne Sullivan in Tirana and Kevin Done in London

Mr Arben Vagarrri, a 33-year-old former factory worker turned street trader, began a new career yesterday as one of Albania's first 10 licensed stock market dealers, as the Tirana bourse officially opened for business.

Isolated for decades from the rest of Europe by one of the world's most repressive Stalinist regimes led by Mr Enver Hoxha, Albania is finally acquiring the institutions of western capitalism, however rudimentary.

to move into the stock market. Selling currencies and vouchers on the street is a good living, he says. He can earn up to \$1,000 a month, compared with average public sector salaries of between \$80 and \$100 a month. He believes the stock market will offer him more security, however, and free him from the worries of theft and counterfeit money.

Street dealers - a wad of notes in one hand and a calculator in the other - have dominated the foreign currency trade since the former communist regime collapsed in 1991.

They have also had a virtual monopoly on buying and selling the privatisation vouchers the government began to distribute last year. The voucher market has been weak, however, and fewer than 20 per cent of the Albanians awarded them invested in newly privatised companies.

# Bank loan to patch Russian welfare net

By Chrystia Freedland in Moscow

The World Bank this week approved a \$200m loan to help mend Russia's crumbling social welfare net.

Social services, such as healthcare and education, have been one of the biggest casualties in Russia's traumatic transition to a market economy.

The World Bank's community social infrastructure project will be targeted on two areas: the Siberian city of Novosibirsk, which has been hard hit by the decline in defence-related industries; and Rostov, an agricultural city in the south, which voted heavily for Communists in last December's parliamentary election.

The programme will try to stem the decline in healthcare, education, water supply and sanitation in these regions.

Under the Soviet regime, many of these services were provided directly by factories, which routinely supplied healthcare for their workers and often ran and financed schools.



Troops cross a new bridge, built by an Ifor unit over the Sava river, that restores a route between the Belgrade-Zagreb motorway and central Bosnia.

But the shift to a market economy has compelled factory managers, trying to make their companies more profitable, to transfer responsibility for social welfare to municipal and regional governments.

However, poor collection of tax revenues and declining contributions from the federal budget have made it impossible for many regions to provide the old levels of social support.

Russia's nascent bourgeoisie has flocked to costly private medical clinics and schools, which provide excellent care and education, but most people have been forced to make do with the crumbling, state-run system.

# Displaced Bosnians test their ability to go home

By Bruce Clark in Brussels

A spate of attempts to cross the former confrontation lines are only the beginning of a much bigger challenge for western policy-makers, according to senior diplomats in Brussels.

About 30 times in the past few weeks, groups of displaced people - mostly Moslems who were driven out of their homes by the Bosnian Serbs - have tried crossing the lines in order to assert the principle of freedom of movement.

On two occasions this week such expeditions ended in bloodshed: once in Doboj in northern Bosnia, where three people died from gunshot or mine injuries, and the other in Travno, south of Sarajevo. At least 12 groups of refugees managed to cross the lines successfully, while several other efforts were called off after proving impracticable.

The question of how to respond to these line-crossing expeditions has become the biggest single headache for commanders of Nato's 60,000-strong peace implementation

force, known as Ifor. Ifor troops try to prevent people crossing the line, they are vulnerable to the charge of consolidating ethnic partition; but if they try to help the refugees "fight their way through" they risk being caught in the middle of bitter and escalating inter-communal clashes.

Mr Carl Bildt, head of the civilian part of the peace process, has warned local Serb leaders they are breaking the law if they shoot at refugees.

But as diplomats involved in the peace process noted yesterday, the few hundred people who have so far tried to visit graves or celebrate the Bayram holiday in Serb-held land are only the beginning of the problem.

So far, trips by displaced persons have been brief sorties aimed at testing the lines' permeability. A procedure exists for handling them: the United Nations High Commissioner for Refugees (UNHCR) liaises between local authorities on both sides of the line and advises Ifor and the UN police on the feasibility of the expedition.

A much bigger challenge will arise if people try to reclaim their old homes, whether to reoccupy them or claim compensation.

The UNHCR has estimated the number of Bosnians living outside their country who might try to return at around 900,000 - and even greater numbers have been displaced within Bosnia.

A huge problem could arise for Ifor and the host of civilian organisations working in Bosnia if even 10 per cent of those entitled to claim the right of return actually do so.

The need for maximum flexibility in handling the refugee problem is one of the main reasons Nato has decided to remain at full strength at least until September, when elections are due to be held to a complex series of new inter-ethnic institutions.

But, on current indications, the risk of violent clashes between refugees and the new occupants of their old homes is unlikely to have been solved by the end of the year. That is when Ifor is supposed to pack up and leave.

Housed in the grand hall of the central bank, built in the 1930s Italian-style of King Zog, it is the first stock exchange in the country's history.

It has been rushed into operation less than five weeks before the general election, as the Democratic Party government of President Sali Berisha seeks to convince a sceptical electorate that its programme of free market reforms is taking hold.

Trading, under the control of the Bank of Albania, is initially limited to treasury bills and privatisation vouchers.

The market's regulatory commission is currently registering companies to be listed on the market and equity trading could start before the end of the month, according to Ms Albina Karanitro, 33, the exchange's first chief executive.

Foreign exchange trading could begin later in the year.

With no experience of operating a capital market, the central bank has looked outside its doors to the foreign currency traders that throng Tirana's dusty main square to find the budding dealers and brokers to man the market.

Mr Vagarrri, who started currency dealing on the street in 1991 with a \$400 loan from his brother working in Italy, is one of three street traders licensed

to move into the stock market. Selling currencies and vouchers on the street is a good living, he says. He can earn up to \$1,000 a month, compared with average public sector salaries of between \$80 and \$100 a month. He believes the stock market will offer him more security, however, and free him from the worries of theft and counterfeit money.

Street dealers - a wad of notes in one hand and a calculator in the other - have dominated the foreign currency trade since the former communist regime collapsed in 1991.

They have also had a virtual monopoly on buying and selling the privatisation vouchers the government began to distribute last year. The voucher market has been weak, however, and fewer than 20 per cent of the Albanians awarded them invested in newly privatised companies.

The street traders say most voucher holders prefer to sell the vouchers for quick cash, even though the current price is only 12 per cent of the nominal value of the vouchers.

Inevitably some of the street dealers who have not been licensed for the stock market are fearful for their futures and believe that the government will begin to crack down on their activities.

"Most of these people were unemployed and this is the only way they can make their living," says Mr Aleks Laco, a 41-year-old former ditch digger, who is now trading vouchers and currencies.

Mr Vagarrri is much more optimistic and plans to continue trading on the street in addition to the two days he will spend at the stock market.

"The future will be in the stock market. But for now there is no way to stop this street trade where people come from all over Albania to buy and sell. It will only be stopped when there is a private bank in every city and village."

Ms Karanitro, standing yesterday in front of the three tables and telephones which for the moment comprise the stock market, acknowledges that this is only the beginning.

Among the most startling outward indicators of the decline have been a resurgence of cholera and other virulent infections, and a sharp fall in life expectancy.

The World Bank project aims to repair and build schools, and to equip selected hospitals with emergency rooms, intensive care units, operating theatres, central laboratories and central x-ray facilities. The programme will also finance repairs to water mains, chlorination plants and sewerage networks.

Mr Karl Schlögl, the state secretary for European affairs, was quoted as saying the government might demand proof of identity from bank customers who wanted to open a new account. Existing accounts would be allowed to remain anonymous and parliament would tighten bank secrecy laws, he added.

Mr Schlögl was talking after a meeting with Mr Mario Monti, EU single market commissioner. His proposal goes only half way to meeting the EU's objections that anonymous banking violates EU directives on money laundering.

Other cabinet members immediately distanced themselves from Mr Schlögl's initiative. Mr Johannes Ditz, the economics minister, said the comments contradicted the government's official stance and a finance ministry spokesman said he was surprised by the proposal.

### EUROPEAN NEWS DIGEST

# Yeltsin confirms Chechen visit

Russian President Boris Yeltsin yesterday reaffirmed his plan to travel to the war-torn Chechen republic later this month. Although the trip could be a high-profile boost to Mr Yeltsin's campaign for re-election, some observers have warned it could also become a political disaster if the president or his entourage were to be attacked by separatist forces.

But in an interview with a regional Russian television station, Mr Yeltsin said yesterday that he was firm in his intention to visit Chechnya. "Firstly, I have to thank the servicemen who have done a big job there, secondly to meet the elders and thirdly to give a boost to talks," Mr Yeltsin said.

The Russian leader said he was ready to meet directly with separatists but insisted that Moscow would not budge from its determination to keep Chechnya within the Russian Federation.

Chrystia Freedland, Moscow

# Bavarian tax case conviction

A Bavarian court convicted the son of a prominent German tax exile yesterday for evading about DM65m (\$41.4m) in tax in one of Germany's most spectacular post-war tax cases.

Johannes Zwick, 40, was given a suspended sentence of 22 months in jail and ordered to donate DM1.63m to charity for making a false tax declaration on behalf of his father Eduard, a tax exile living in Switzerland.

The court heard that Bavarian officials helped Johannes Zwick and his entrepreneur father, known as the "Spa King" for a chain of health resorts he owns, to avoid paying tax.

The judge said Johannes Zwick had submitted a false tax declaration on behalf of his father, reducing DM170m tax debt to just DM3.5m in 1990. Eduard Zwick admitted in an interview last year that he had managed to avoid the tax and that the late state premier, Franz Josef Strauss, who was a close friend, had helped him.

Reuter, Landshut

# Belgian government survives vote

The Belgian centre-left government of prime minister Jean-Luc Dehaene survived a no-confidence vote in parliament yesterday over plans for an employment pact with unions and business.

The governing coalition of Socialist and Christian Democrat parties won by 85 votes to 66.

Mr Dehaene's government has come under fire over the plan to cut unemployment by half by 2002. The plan was rejected by the Socialist-led trade unions in favour of employers. Socialist ministers were jeered and pelted with eggs by trade unionists during May Day rallies. Mr Dehaene has vowed to press ahead with the plan, which focuses on limiting salary increases to keep them in line with Belgium's main trading partners.

AP, Brussels

# Parthenon faces long repairs

Part of the northern face of the Parthenon in Athens will be covered by scaffolding for the next 10-15 years after a chunk of marble fell off the 2,500-year-old monument.

The Greek culture ministry's central archaeological council yesterday announced the measure in the hope of preventing other pieces coming loose.

The chunk that became dislodged was attached to the temple during a previous restoration and the bonding material had deteriorated.

More than 400 tourists who visit the Parthenon temple on the Acropolis in central Athens, it was completed in 439 BC and is dedicated to the goddess Athena.

AP, Athens

# Move on Austrian bank secrecy

A member of the Austrian government yesterday gave the first hint it might be willing to compromise on the issue of anonymous savings accounts, which the European Commission seeks to abolish.

Mr Karl Schlögl, the state secretary for European affairs, was quoted as saying the government might demand proof of identity from bank customers who wanted to open a new account. Existing accounts would be allowed to remain anonymous and parliament would tighten bank secrecy laws, he added.

Mr Schlögl was talking after a meeting with Mr Mario Monti, EU single market commissioner. His proposal goes only half way to meeting the EU's objections that anonymous banking violates EU directives on money laundering.

Other cabinet members immediately distanced themselves from Mr Schlögl's initiative. Mr Johannes Ditz, the economics minister, said the comments contradicted the government's official stance and a finance ministry spokesman said he was surprised by the proposal.

Eric Freg, Vienna

# German industrial output rises

German industrial production in March rose 2.1 per cent compared with February, a higher rise than expected by many analysts.

They warned, however, that while the coming months were expected to show stronger output figures, the March figures also gave no indication of any rebound in the economy.

The more reliable two-month figures, which compare March/February with January/December and from out comparable seasonal changes, showed that industrial production had fallen by 1.5 per cent.

Analysts cautioned that the March figures, which are preliminary, may be revised downwards, especially because of sharp movements in the construction industry.

Compared with the same two-month period a year earlier, industrial production fell 3.6 per cent. Analysts pointed out that the March rise was mainly due to the construction industry whose output rose 12.6 per cent, following an 11.6 per cent fall in February.

German import prices rose 0.3 per cent in March from February, while export prices rose 0.2 per cent. Import prices rose 0.4 per cent year-on-year and export prices climbed 0.6 per cent from March 1995. The rise in the import price index in year-on-year terms results partly from the fact that much of the D-Mark's early-1995 appreciation has dropped out of the statistical base.

New car registrations in France rose a seasonally adjusted 2.9 per cent in April from a year earlier to 183,600 units.

The trade surplus of the Belgium-Luxembourg economic union totalled BF4.16bn (\$13.9bn) in 1995, up from BF3.79bn in 1994.

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# PDS weighs heavily in Prodi's attempts to find balance

Robert Graham looks at some prominent contenders for posts in Italy's new cabinet

To judge by the Italian media the composition of the next government has been all but decided. But the utter certainty with which lists of potential ministers are published - and then revised the day after - underlines the delicate task for the centre-left Olive Tree coalition in balancing portfolios.

Formally, the job of choosing a cabinet falls to Mr Romano Prodi, the Olive Tree's leader, and his second in command, Mr Walter Veltroni, who will be respectively prime minister and deputy premier. However, an important power of veto is being exercised by Mr Massimo D'Alema, head of the Party of the Democratic Left (PDS), the alliance's dominant partner.

The first problem is what to do with Mr Lamberto Dini, the outgoing premier, whose presence in the alliance contributed to its election victory. Mr Dini wants the job of speaker of the Chamber of Deputies rather than a ministerial post, but Mr D'Alema believes this would give Dini too much freedom to pursue his ambition of creating a new centrist bloc. The PDS also wants to reward Mr Luciano Violante, a key party figure in the fight against the Mafia, and deputy speaker in the previous legislature.

The preferred post for Mr

Dini is at the foreign ministry, a second though less likely option being the treasury which he has held since 1994.

Until his role is settled, other important pieces cannot easily fall into place. For instance, Mr Veltroni would probably have to be found a portfolio if he cannot be speaker, and if Mr Dini goes to the foreign ministry, another important position must be found for Mr Giorgio Napolitano, a distinguished member of the PDS and, before that, of the old Communist party (PCI).

Mr D'Alema has also made his presence felt by casting

doubt on Mr Prodi's efforts to recruit Mr Antonio Di Pietro, the former Milan investigative magistrate, who has been contemplating entering politics but took no part in the general election. He opposes recruiting Mr Di Pietro despite his public popularity.

The step on the former magistrate has raised the question of how many non-MPs, if any, should be included in the cabinet.

Mr Prodi wants Mr Carlo Azeglio Ciampi, former premier and central bank governor, in the key treasury job to boost international confidence

in economic policy - especially privatisation. Other possibilities are Mr Giovanni Maria Flick, a widely respected judicial expert, Prof Luigi Sopraventa, budget minister in the 1993 Ciampi government, and Prof Sabino Cassese, an expert on the public administration, who initiated reform of the civil service in 1993.

However, most of the ministries will be distributed among the seven parties which are fully part of the Olive Tree. The PDS is likely to see its chief economic spokesman, Mr Vincenzo Visco, in one of the three economics portfolios; and

Mr D'Alema will press for a reward for his close adviser, Mr Claudio Burlando, the former mayor of Genoa. At least two outgoing ministers - Mr Tiziano Treu (labour) and Mr Augusto Fantozzi (finance) who are members of Mr Dini's Italian Renewal party - could continue in their jobs or be given new ones.

President Oscar Luigi Scalfaro is understood to prefer that the sensitive interior or defence portfolios should not be given to a former Communist or PDS member. This makes it likely Mr Antonio Maccanico, the veteran state

servant, will be given the interior job.

One of the more interesting appointments could be the recruitment of Mr Massimo Cacciari, the philosopher mayor of Venice. Mr Cacciari was a dissident member of the PCI and has since become an independent leftwinger, close to the PDS but critical of Mr D'Alema.

He has latterly become the unofficial spokesman for the economically dynamic Veneto, Italy's most pro-secessionist region.

He could be given the job of regional affairs with a brief to head off the populist Northern League's secessionist revolt in the north-east.

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NEWS: WORLD TRADE

### Saudis start talks on joining the WTO

By Frances Williams in Geneva

Saudi Arabia yesterday began negotiations with trading partners on its bid to join the World Trade Organisation. The talks are expected to last well into 1997 or beyond - though Saudi officials yesterday said they hoped for entry next year.

The oil-rich kingdom, which ranks as the world's 26th largest exporter, is seeking WTO membership mainly as a way to expand markets for its manufacturing exports, notably petrochemicals.

"It is a question of marketing our petrochemicals, which face a lot of trade restrictions in various European countries as well as in the US," said a Saudi diplomat.

Saudi Arabia applied to join Gatt, the WTO's predecessor, in July 1986 but those negotiations had made little progress by the time the WTO was created in January last year. Yesterday was the first meeting of the WTO's working party on Saudi membership.

Saudi Arabia hopes to join the WTO as a developing country, which will give it more leeway in applying some of the organisation's fair trade rules.

But trading partners yesterday raised various concerns, including access for farm goods, non-tariff barriers to imports and export subsidies.

The US, which has put Saudi Arabia on its "watch list" for violations of intellectual property rights, is expected to press Riyadh to adopt tough legislation to enforce copyrights, patents and trademarks.

Of the six members of the Gulf Co-operation Council, Kuwait, Qatar, Bahrain and the United Arab Emirates are already WTO members. Oman has not yet applied. Membership negotiations for the UAE, the latest to join, took nearly two years.

Representatives of the World Travel and Tourism Council yesterday met Mr Renato Ruggiero, WTO director general, to reiterate the council's support for liberalisation of tourism services and stress the potential for creating jobs.

## Cuba says US blockade cost it \$40bn

By Roger Matthews in Johannesburg

Cuba yesterday hit out angrily at the US, claiming that its blockade had cost it more than \$40bn.

Speaking at the United Nations Conference on Trade and Development (Unctad), Mr Ricardo Ruiz, the minister of trade, said proposed US legislation was a further attempt to blackmail other countries and deter foreign investors.

"Over the years, the US blockade, as expressed by laws, acts of force and intimidation has cost the Cuban economy more than \$40bn," he said.

"This is far in excess of any damage done to the US economy through Cuban expropriation of US property. And the US has ruled out any bilateral negotiations on the issue of possible compensation for expropriations," said Mr Ruiz.

The minister added that new US legislation, which proposed imposing penalties against companies or countries doing business with Cuba "was an attempt to intimidate foreign countries and private institutions". He said Cuba welcomed and appreciated the expressions of condemnation made against the US move by "various governments, parliaments

and business organisations". South Africa has particular sympathy for the Cuban plight, and President Nelson Mandela has several times expressed his gratitude to President Fidel Castro for his support during the struggle against apartheid.

Trade delegations from South Africa have recently visited Havana, and Cuban doctors have been recruited to assist in healthcare programmes, particularly in rural areas.

Among those expressing opposition to the US move was the British delegation, headed by Mr Anthony Nelson, the trade minister. He said earlier

this week that the issue would be raised with the World Trade Organisation.

A two-month dispute between Cuba and a trading company from Russia over a sugar-for-oil contract is still unresolved and is threatening further delays in implementing a strategic government-to-government trade deal, writes Pascal Fletcher in Havana.

Cubazucar, the Cuban state sugar marketing company, has rejected allegations made by the Russian company, Alfa-Eko, of delays in Cuban sugar shipments. It said Alfa-Eko was seeking to renege on their original agreement. "We signed

a contract. What we want is a solution based on what was signed," a Cubazucar spokesman said.

Lawyers from both sides are discussing the dispute, which has disrupted part of a sugar-for-oil deal agreed by the governments of Cuba and Russia for 1995/96.

Alfa-Eko was responsible for implementing half of this deal, which foresees overall the exchange of 3m tonnes of Russian oil for 1m tonnes of Cuban raw sugar.

Cubazucar said that on March 5 Alfa-Eko announced it would not ship any more oil unless Cuba met its demands.

## China is finding little favour in US

Nancy Dunne assesses the mood as Beijing's trading status comes up for renewal

It is that time of year again in Washington, when the administration and Congress address the vexed question of whether China should continue to be treated as favourably as most of America's trading partners.

The matter will have to be resolved by June 4, when President Bill Clinton will announce whether to renew what the world's trade fraternity calls Most Favoured Nation status. The odds are that he will do it.

But the decision this year is, like so many other policy issues, made more complicated because it is an election year. And relations with China stir ball-of-tense political emotions like few other foreign policy issues.

So members of different departments of Mr Clinton's administration have been putting their heads together to come up with a strategy that addresses its latest conflicts with China over intellectual property and alleged nuclear proliferation - which at the same time remembers the voters. "We need to get our ducks in a row before the MFN thing gets done," said one administration official.

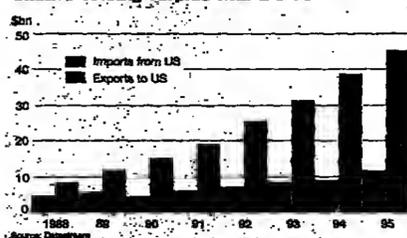
When this week Washington put China at the top of its list of countries failing to protect intellectual property, it was a warning of trouble to come. The move could mean the imposition of up to \$2bn in punitive tariffs on Chinese

### 'The Chinese make it very difficult... their behaviour and the size of the trade deficit create extreme difficulties in Congress'

imports. Maintenance of China's MFN status has been a key element of Mr Clinton's policy of "comprehensive engagement", which seeks to "manage" the US-China relationship on a variety of fronts, including trade, nuclear non-proliferation and regional harmony. "The idea is to bring China to the table as a responsible player accepting international rules," an administration official said.

Whatever the president decides, Congress can override him by majority vote. In turn the president can veto the override in the hope that Congress does not do the same with a two-thirds majority.

China's soaring surplus with the US



strains - has made this strategy vulnerable to political attack.

Even though tensions now have eased on Taiwan, and China seems inclined to be helpful in negotiating a settlement on the Korean peninsula, the administration must deal with complaints that Beijing's human rights record has only grown worse, that it is alleged to have sold dual-use nuclear technology to Pakistan and that its large trade surplus with the US (\$40bn last year) is growing.

Mr Clinton must have some co-operation from China if he is to take on his critics. Business lobbyists are also hoping for help from Beijing. Year after year they trudge to Capitol Hill hawking their vision of profits to be gained from

and conservative Republicans, equally appalled by China's human rights violations and its bullying of Taiwan line up together. Last month a bipartisan group of legislators - including Mr Tom Lantos, a California Democrat, and Mr Dana Rohrabacher, a California Republican - warned China that its behaviour on Taiwan was "profoundly destabilising to the entire region".

Mr Lantos predicted that a majority of the House would vote against a renewal of MFN. It is even possible that the House could override a presidential veto, although the pro-MFN coalition is likely to hold in the Senate.

Signs are not enough, an administration official said. "There must be deliverables." He went on: "Beijing must close more of the plants which are now producing record levels of stolen compact discs, videos and computer software. It must also give market access to foreign intellectual property industries - films, recordings, software, books - who propose doing legitimate joint ventures with the pirate plants."

WORLD TRADE NEWS DIGEST

## Thais in \$1bn Airbus order

Thai Airways International has ordered nine Airbus aircraft for 1997-1999 delivery in a move to rationalise its diverse fleet. The \$1.1bn order, subject to government and shareholder approval, is part of the carrier's five-year, \$4.37bn plan to buy 21 new aircraft to replace 31 craft being taken out of service.

In February, Thai Airways chairman Siripong Thongyai said the airline was trimming the number of aircraft models in its 73-plane fleet to six from 14. The announcement on Airbus orders followed Thai Airways' decision in mid-March to buy six Boeing 777-300s for about \$1.94bn.

Apart from five Airbus 300-300s, four Airbus 330-300s, and six Boeing 777s ordered since March, other new aircraft to be acquired include four Boeing 737-400/500s and two Boeing 747-400s. The new aircraft will be mostly powered by engines from General Electric, Pratt and Whitney and Rolls-Royce.

## Olympic 'pimple' contract won

A \$40m (US\$31.7m) contract to remove unsightly power lines, which would have marred television shots of the Sydney Olympics Games, has been won by the cable division of Pacific Dunlop, the Melbourne-based conglomerate.

The contract results from an adverse comment made by Mr Dick Ebersol, president of NBC Sports, during a visit to Sydney last August when he called the firm of cross-country power lines "a pimple on the face of a beautiful woman". NBC paid a record US\$75m for the US television rights to the 2000 Sydney Games.

The New South Wales state government will meet half the cost of removing the power lines, while the remaining \$20m will come under a sponsorship agreement involving the Sydney Organising Committee for the Olympic Games and Energy Australia, the local electricity utility. The lines will be put underground.

## Lucas to supply Ford gas tanks

Lucas Industries, the UK automotive and aerospace group, is to supply Ford in the US with high pressure on-board fuel tanks for natural gas powered versions of Ford's F Series pickup truck and the Econoline panel van. Lucas aerospace subsidiary is to design and manufacture the tanks under a contract expected to be worth at least \$50m over the life of the contract.

With nearly 700,000 sales last year, Ford's F Series truck is the biggest-selling vehicle in North America while the Econoline, with more than 150,000 units sold last year, is the US panel van market leader. While most of these are petrol-powered, Ford has been concerned to make its own natural gas powered versions available to meet tightening exhaust emissions standards.

## Romania stamps on smuggling

Romania yesterday imposed cigarette duty stamps in a bid to combat smuggling, tax evasion and counterfeiting. Press reports said finance ministry officers would confiscate packs which did not have stamps and issue fines of up to 20m lei (\$6,870). Taxes on luxury foreign brands can be as high as 300 per cent while local cigarettes carry a 45 per cent duty, making cigarette smuggling lucrative and widespread. Western cigarettes sell for less than \$1 a packet in Bucharest. RJ Reynolds of the US, which opened a factory in Bucharest last year to produce some of its lesser-known brands, expects to use up to 3m tax stamps a week.

CONTRACTS & TENDERS

### PROPOSED MODIFICATIONS OF THE LICENCE OF MERCURY COMMUNICATIONS LIMITED (MERCURY)

1. The Director General of Telecommunications (the "Director"), in accordance with section 12 (2) of the Telecommunications Act 1994 (the "Act"), hereby gives notice that he proposes to make modifications to the licence granted to Mercury Communications Limited on 5 November 1994 (the "Mercury Licence").

2. The principal modifications which the Director proposes to make are described in the Schedule below. The Director also proposes to make a number of minor and consequential modifications for the purposes of the principal proposed modifications.

3. A review of Mercury's licence concluded that certain conditions in the licence are obsolete, that others are not appropriate to a non-dominant operator and that obligations in Mercury's licence requiring advance publication of charges operate too harshly given Mercury's non-dominant position in most markets overall. He proposes that Mercury be subject to a requirement of effective day publication of charges. It is also proposed that the interconnection and Associates conditions should be brought up to date.

4. The Director is required by section 12 (2) of the Act to consider any representations or objections which are duly made and not withdrawn. Following consultation and Mercury's agreement with them, the Director proposes to make the modifications forthwith.

5. The consultation procedure to be followed in the first stage, representations or objections to the proposed modifications may be made to David Naylor, OFTEL, 21 Ligonier Street, London EC4M 7JF (telephone 0171 634 8700) no later than Friday 11 May 1996.

Any confidential material should be clearly marked as such and separated out into a confidential annex. All representations or objections received by OFTEL, with the exception of material marked confidential, will be made available for inspection in OFTEL's library. OFTEL encourages interested parties to place the non-confidential parts of their representations, objections and comments on their own business pages, in addition to sending OFTEL a hard copy. Comments on this document (if they are relatively short) can also be sent to OFTEL at the following e-mail address: press.offices@ofcom.gov.uk.

6. In the second stage of consultation, interested parties are invited to send comments to OFTEL no later than Friday 14th June 1996 on the representations and objections received in the first stage. Copies of the proposed modifications can be obtained from Niall Hogan at the above address (telephone 0171 634 8662).

SCHEDULE

Proposed principal modifications of conditions of the Mercury licence

1. Deletion of outdated conditions.

It is proposed to delete the following conditions which are now no longer necessary:

Condition 6 - Calls made by Emergency Organisations. The Condition requires Mercury to have operators to connect calls in circumstances when they cannot be dialed direct. Because it is now possible to direct dial Emergency Organisations, the condition is redundant.

Condition 38 - Numbering arrangements. This has been superseded by Conditions 30A and 30B to Mercury's licence.

Condition 34A - Requirement to provide means of access to the Applicable Systems. This condition imposes an obligation on Mercury to provide access to its Applicable Systems, in conformity with certain standards which have now been superseded.

2. Deletion of conditions inappropriate to an operator in Mercury's position.

There are a number of conditions which are unnecessary for an operator such as Mercury. They are not found in licences granted to other operators in a comparable position to Mercury. In view of Mercury's market position overall it is reasonable that it should be on the same footing as other comparable operators. The conditions to be deleted currently provide as follows:

Condition 9 - Priority fault repair services. This requires Mercury to offer a priority fault repair service to particular groups of customers.

Condition 17 - Prohibition on cross-subsidies. This gives the Director a power to control unfair cross-subsidies to Mercury's Apparatus Supply, Apparatus Production, and Supplemental Services Businesses.

Condition 19 - Separate accounts for certain activities. This requires the keeping of separate accounts for Mercury's Apparatus Supply Business, its Systems Business and its Supplemental Services Business.

Condition 26 - Apparatus production. This requires any apparatus supply business which Mercury may have to be a separate subsidiary.

Condition 21 - Prohibition of preferential treatment. This condition requires Mercury to give no preferential treatment to any apparatus supply business which it may have.

Condition 32 - Prohibition of certain exclusive dealing arrangements. This condition would require certain requirements on Mercury if it were deemed to be a Monopoly Purchaser of telecommunications apparatus.

Condition 36 - Prohibition of non-statutory testing arrangements. This condition prevents Mercury from imposing tests on apparatus to be connected to its network, over and above those required for apparatus approval under the provisions of the Act.

Condition 37 - Statutory testing. Mercury does not undertake statutory testing (and never has). Nor does it have any plans to enter this area of work.

Condition 38 - Limitations on integrated wiring situated on served premises. This condition prevents Mercury from installing or wiring in such a way as to prevent work on other systems installed on the premises. It is intended to prevent a dominant operator using its position to distort the apparatus (ie wiring) supply and maintenance markets. These issues are now covered in the OFTEL Wiring Code.

Condition 39 - Wiring, etc. not forming part of the Applicable Systems. This condition seeks to ensure that, in installing lines, Mercury does not favour its own Business (Apparatus Supply and Maintenance) at the expense of third-party suppliers.

Condition 40 - Limitations on certain maintenance arrangements. This condition covers the publication of charges, terms and conditions for Maintenance Services which the customer can only obtain from Mercury.

Condition 45 - Pre-notification of joint ventures. This condition requires Mercury to notify the Director of certain agreements or arrangements.

3. Effective day publication.

Condition 15 - Publication of charges, terms and conditions. This condition at present requires Mercury to publish and notify the introduction of changes to tariffs 28 days in advance. Following the Post Duplooy Review, in similar PTO licences a licensee only has to publish its tariffs once the licensee is deemed a "well established operator", having obtained a 25% share of the market for a given telecommunications service. Whether this regime should continue to apply, or should only apply to some of Mercury's tariffs, will be the subject of a later decision. In the meantime, it is proposed to remove the requirement that Mercury give 28 days notice of a price change, which forces Mercury's ability to compete with other operators on an equal footing. The proposed amendment to Condition 15 would therefore require publication and notification to OFTEL only on the day on which the tariff becomes effective, i.e. when services are applied under it.

4. Conditions requiring updating.

Condition 12 - Connection of systems providing connection services. It is proposed to amend this condition, which provides for the Director to review interconnection agreements. At present this condition gives the Director a role in determining interconnection issues not agreed between the two parties before the interconnection agreement has been signed. The licence does not however empower the Director to determine any issues which are subject to disagreement after the agreement has been signed and which arise on review unless the Director has determined the review cause of the interconnection agreement prior to its signing. The proposed licence modification is very similar to that already made to BT's licence, and trades the change which OFTEL intends to make to all other similar PTO licences.

Condition 47 - Associates. Since the grant of Mercury's licence, this condition, which is standard to most licences has been revised to strengthen the Director's power to deal with attempts to avoid a licensee's obligations under its licence by going through another member of the corporate group to which the licensee belongs.

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CONTRACTS & TENDERS

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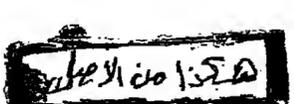
on giving concessions for public telecommunications services in mobile network according to the European GSM standard.

Interested tendering party should gather all necessary data for soliciting for Tenders.

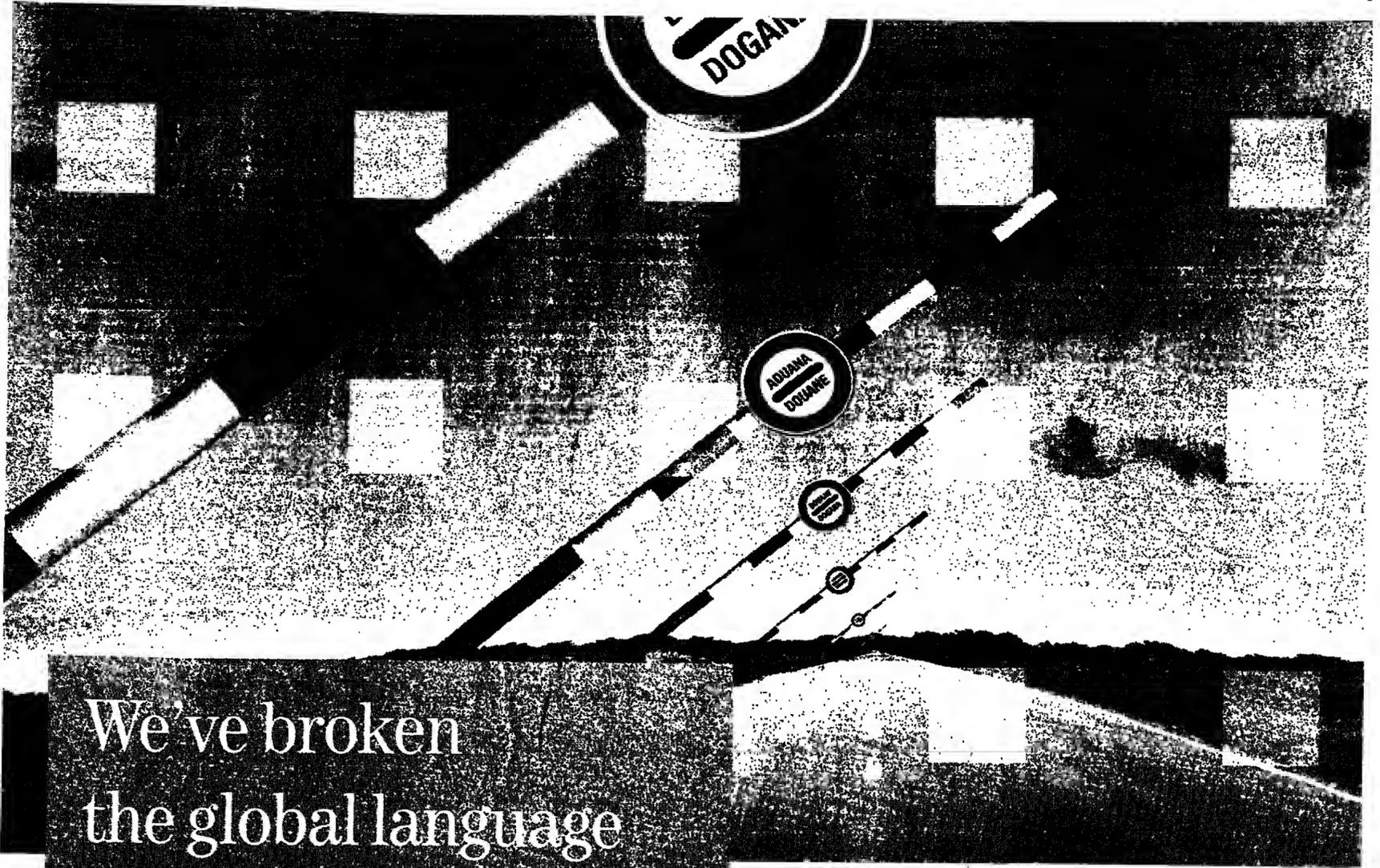
Requests for the data should be sent by mail or telefax and the Tender should be submitted by 31.05.1996.

The contact address is:

Ministry of Traffic and Communications HR-H-B  
Fru Franje Mikićević 43  
88 000 MOSTAR  
Bosnia and Herzegovina  
tel.: + 387 88 31 00 53 fax: + 387 88 31 00 54



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NEWS: INTERNATIONAL

# Angola's peace now hangs on who gets the diamonds

## Michela Wrong on negotiations over Africa's shining fields

When President Jose Eduardo dos Santos and Unita leader Jonas Savimbi met in Gabon in March to kickstart Angola's stalled peace process, they spent an unprecedented length of time together behind closed doors.

No one is sure what was discussed. But most analysts in Luanda are convinced their private talks concentrated on the issue that could still torpedo 17 months of diplomacy - the question of who wins control of the spoils of war: Angola's diamonds.

As negotiations are translated into changes on the ground, with Unita quartering its fighters and the army pulling back, attention is focusing on two provinces so far untouched by the peace process - the lawless Lunda Sul and Lunda Norte, Angola's diamond-rich "Wild East".

The Lundas' most lucrative mining areas have been in Unita hands since the guerrilla movement rejected the election results of 1992 and relaunched the civil war. Source of some of the world's best quality gems, these alluvial deposits provided the funds Unita once received from western backers.

The government, whose diamond revenues collapsed as gems were smuggled across the border in Zaire, wants the

areas back. But claiming them risks alienating Mr Savimbi as he teeters on the edge of accepting a vice-presidency and completing his transition from warrior to opposition leader.

"There must be a deal done on diamonds," says Mr Johan Van der Stricht, exploration manager for Brazilian mining services company Odebrecht. "The commercial interests at stake are so great, unless a consensus is reached the whole peace process risks going down the drain."

The Lundas acquired their reputation as an African Klondike, a region where fortunes were made and lives lost with equal speed, in the early 1980s when a law allowing private individuals to own and sell diamonds was passed.

Thousands of *garimpeiros* - amateur diggers - rushed to explore the riverbeds, becoming pawns in fierce battles for turf waged by the middlemen: army generals, South African mercenaries, West African traders, exiled Zairean *gendarmes*, riot police, mining companies and Unita fighters.

"It's the Wild West up there, it's Dodge city, it's Chicago, it's gangsterland," says a mining manager with a shake of the head. UN troops, monitoring ceasefire violations elsewhere, turn a blind eye to the

ambushes and kidnappings that are a regular feature of life in the Lundas.

The government, which estimates that the \$5m or \$6m a month of officially declared production is less than a tenth of total national output, has passed new laws aimed at "stabilising" the area. They carve the region up into concessions granted to small mining operations that will, in theory, pay tax and market

### Deciding who will control the spoils of war could torpedo the peace

diamonds through Endiama, the state body. The process of clearing *garimpeiros* off the land has already begun, with often bloody results.

But Unita, facing an uncertain future as an opposition party, is equally determined to retain control of a key resource. Luanda's offer that Unita run the ministry of mines in a new national unity government has little value, the rebels know, if they have lost their hold on the ground.

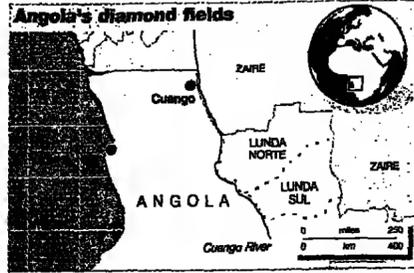
Arguing that the government has never considered negotiating control of its own source of revenue - the off-shore oil industry - Mr Isias Samakava, head of Unita's delegation in Luanda, says he sees no reason why Unita's stake in the Lundas should not be legitimised.

"Political parties cannot own concessions but private companies can. We are taking provisions so we can do that. It is our right as Angolans."

Despite denials from both sides, that process, according to diplomats, has already begun. Two Unita-controlled diamond companies - one for marketing, one for mining - have already been registered in Luanda and talks are under way to establish which concessions the companies will control.

Details are unclear, but whatever deal is being prepared is bound to focus on the Cuango river in Lunda Norte, jewel in the crown of Angola's diamond industry, where 90 per cent of the stones found are of gem quality.

Experts estimate the basin near Luanda, 80 miles from the government-held town of Cafunfo, produces half of Angola's diamonds and is probably earning Unita \$300m-\$500m a year. Unita occupied it after Odebrecht had built



roads, hospitals and schools and prepared the site for exploitation.

Industry sources say the government seems determined to normalise things in the Cuango and the likelihood is that De Beers, which used to run the mines for the government but pulled out as security deteriorated, will be invited to join a consortium embracing Endiama, Odebrecht and Unita.

Any doubts the South African company would entertain about working with former guerrillas would be offset by the awareness that it risks being marginalised in Angola. Since withdrawing, De Beers has, with the exception of a recent prospecting agreement, been confined to hovering over Angolan diamonds surfacing in Kinshasa, Antwerp and Israel in a bid to maintain world prices.

Such a deal would almost certainly win the backing of the foreign governments pushing peace negotiations.

"Unita needs resources to make the transition from guerrilla movement to political party," says one ambassador.

"The international community has promised Savimbi he will have the resources to make his case ahead of the next elections and that Unita will not be allowed to wither away like so many African opposition parties. We regard these issues as crucial."

The question is whether the government can control its own men on the ground.

Many of the new concessions granted have gone to top officials, army generals and their family members. Little more than high-ranking *garimpeiros* themselves, they pay no tax, do not market their diamonds through Endiama as required by law and have little interest in seeing the "stabilisation" programme through.

"Outside the Cuango area, I'm not sure the government has the will or the capacity to sort out the diamond mining," says a diamond dealer. "I suspect the situation in the rest of the Lundas will remain confused for quite some time. When the military activities stop the economic warfare will take over, and the fighting over spoils will be lively."

# South Africa faces deadlock over constitution

By Roger Matthews in Johannesburg

The danger of a deadlock in agreeing a new South African constitution grew yesterday after political parties failed to resolve differences during another all-night session.

Mr Carl Nelhaus, a spokesman for the ruling African National Congress, said the situation was "very serious". "We have passed many of the deadlines we set ourselves. We are heading for serious problems. The possibility of a referendum is looming very large on the

horizon," he said.

Mr Cyril Ramaphosa, the chairman of the constitutional assembly and secretary-general of the ANC, warned negotiators they had entered "the danger zone". If the parties were unable to achieve a consensus they could be heading for a route "which spells disaster for this country," he said.

The constitutional committee had hoped to complete a draft text today. This would be debated next week by the full constitutional assembly, formed by the national assembly and the senate, in time to

be adopted by the May 8 deadline. If all efforts at reaching a compromise fail, then the issues would eventually have to be put to a costly and time-consuming national referendum.

This would be likely to raise further questions about South Africa's political and economic stability when the currency is already under pressure on international markets.

The rand, which has fallen by 18 per cent against the dollar since mid-February, closed R0.04 lower in Johannesburg yesterday at R4.37.

Three critical constitutional issues are blocking progress. The first involves the right of employers to lock out striking workers. The unions, supported by the ANC, want all references to lock-outs dropped from the constitution.

However, the National Party, headed by deputy president F W de Klerk, and the small Democratic Party, insist the clause must remain in order to balance workers' right to strike.

The wording of the clauses on property rights is proving no less difficult. Disagreement

centres on whether the state should "guarantee" or "respect" property rights, and the extent to which this is affected by land reform legislation which seeks to redress land seizures during the apartheid years.

The parties are also sharply divided over whether the constitution should permit single-language schools, a right demanded by those whose first language is Afrikaans and who believe the clause is vital to retaining their cultural identity.

The prospects of reaching a

national consensus over the constitution were reduced last year when the mainly-Zulu Inkatha Freedom Party, headed by Chief Mangosuthu Buthelezi, walked out of the constitutional assembly. It has refused all appeals to return.

President Nelson Mandela announced yesterday a special cabinet meeting on Monday to decide whether it is possible to go ahead with the already postponed local elections in Kwa-Zulu Natal at the end of this month. Party leaders have been invited to attend.

INTERNATIONAL NEWS DIGEST

## Nigeria purges more officers

Nigeria's military rulers have retired dozens of air force and navy officers, two weeks after scores of army officers were swept out, military officials said yesterday. "I have heard of the retirements but I do not yet have any official report," defence spokesman Brigadier-General Fred Chijuka said.

Local newspapers named senior naval officers, including commerce minister Rear Admiral Isaac Aroba, flag officer of the western naval command Rear Admiral Rufus Eytayo and chief of fleet support Rear Admiral Oladele Dada among those retired.

The newspapers said 10 group commanders, six wing commanders and 10 squadron leaders, among many others, were retired from the air force.

In mid-April 16 army generals and scores of other officers were retired in what an army spokesman later termed a "routine exercise". Western diplomats said the purge in the military would consolidate the position of General Sani Abacha as Nigeria's ruler and neutralise any hint of a challenge to his authority. *Reuters, Lagos*

## Iran 'building missile tunnels'

Iran is apparently building tunnels along its south-west coast that could be used to launch or store long-range missiles, the Pentagon said yesterday. US defence department officials confirmed a report in Jane's Defence Weekly magazine quoting General Elnford Peay, chief of the US Central Command, as saying the US was concerned about the tunnel and was watching it closely.

Gen Peay said Iran had recently attempted to buy a number of No-Dong ballistic missiles from North Korea but the deal fell through two months ago for financial reasons. Such missiles could give Iran the ability to launch a strike at Israel, according to defence analysts.

Taken by itself the tunnelling was not significant, US defence officials said, but when added to other new Iranian capabilities such as Soviet-made submarines and Chinese-built *axi-ship* missiles the step became more noteworthy. *Reuters, Washington*

## Egypt plays down Turkey rift

Mr Amr Moussa, Egypt's foreign minister, in Ankara yesterday for talks with Turkish officials, played down Arab concerns over a military co-operation agreement signed between Turkey and Israel in February.

He said he was satisfied with Turkish assurances that the accord was not a threat to Middle East peace.

The deal has caused an outcry in many Arab states, especially Syria and Egypt, which have portrayed it as a threat to the region's military balance.

Although full details of the agreement have not been made public, one of its provisions allows the Israeli air force to conduct training exercises in Turkish airspace.

Mr Moussa's visit comes two days after Israel and the US announced a deepening of strategic military ties. A diplomat in Cairo said the new military agreements with Israel were making the Arabs "feel nervous and insecure".

The pact has especially worsened relations between Turkey and Syria who are already at loggerheads over accusations by Ankara that Damascus offers refuge to Kurdish rebels fighting for an independent state in southern Turkey.

Syria is also concerned about Turkey's extensive dam building programme, which it says threatens its future water supplies. *James Whittington, Cairo*



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- Registered capital of the Company: HUF 717,340,000  
Equity of the Company: HUF 1,081,061,000  
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- Bids may be submitted for the stock of 90% of registered shares with par value of HUF 645,606,000 representing equal membership rights, indicating the bidding price.
- In line with the law, following the closing of the tender, a block of shares with par value of HUF 71,734,000 representing 10% of the registered capital will be offered for sale by ÁPV Rt. to the employees of the Company at a price rate of 50% of the accepted bid. The employees will have 60 days from the announcement of the offer to take this opportunity of purchase.
- Bids shall be submitted to the address indicated below in a closed unmarked envelope in five copies in Hungarian. Foreign bidders may submit their bids also in English or German, but even in this case the Hungarian version shall rule.
- Bids shall be submitted personally or by a proxy in the presence of a notary public until the stipulated deadline.  
"PÁLYÁZAT" Budavideki Kertész Rt.  
must be written on the envelope.
- Bidders shall mark the original copy of their bid with the inscription "EREDETI". If the bidder fails to do this, the Caller will choose one from the copies submitted which further on will function as the original. Should there be any discrepancies in the copies the contents of the copy so marked shall rule.
- Deadline for submission: (60 days from publication, Wednesday) July 03, 1996, between 12.00 and 14.00 hours  
Place of submission: the official premises of ÁPV Rt.  
H-1133 Budapest,  
Üpesti rakpart 31-33., 8th floor, room 807
- Financial conditions, terms and scheduling of payment:  
Minimum 70% of the purchase price shall be paid in cash. The remaining sum can be paid in cash or in the following way:  
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For the purchase of the shares, foreign bidders may exclusively use compensation coupons acquired on their own rights. On payment of the purchase price, the Caller will count in the compensation coupons at a price rate of 174,2%.  
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Further conditions and requirements are included in the detailed tender invitation.
- Bidders shall undertake to maintain their bid for 90 days from the deadline of submission.
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- Following the announcement of the tender invitation information on the tender, the major data and characteristics of the Company can be obtained from:  
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telephone: (36-1) 269-8600 / 1066  
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السنة ١٤١٥ هـ

# Congress may not raise US entry curbs

By Jurek Martin in Washington

Congress now appears unlikely to impose new restrictions on the legal rights and numbers of asylum-seekers and refugees trying to enter the US.

On Wednesday night the Senate, by the narrowest of 51-49 margins, even voted effectively to repeal a controversial provision in the counter-terrorism act, signed into law by President Bill Clinton only last week.

This would have given immigration officers at a port of entry the authority summarily to deport anyone seeking asylum on the grounds of well-founded fear of persecution at home if they felt the claim was unjustified.

The Senate decision reinstates the right of appeal to special immigration courts.

The vote came as part of the immensely complicated and intensely fought immigration bill, on which the Senate was expected to complete action within the next 24 hours. Its version will then have to be reconciled by a conference committee with that already passed by the House.

The House bill does contain the summary deportation clause.

However, both bills have been stripped of provisions imposing new low quotas on the annual number of refugees admitted to the US (about 110,000 last year), as well as cuts in the overall level of legal skilled immigration, which is currently pegged at 130,000 a year.

These were substantial defeats for Senator Alan Simpson of Wyoming and Congressman Lamar Smith of Texas, sponsors of the respective bills.

Mr Simpson has tied the Senate up in procedural parliamentary knots for a week unsuccessfully trying to reverse votes.

He did win a small victory on Wednesday when the Senate agreed to include in its bill, as has the House, creation of an "employee verification" pilot project aimed at illegal immigrants. However, the Senate rejected another proposal establishing a federal office able to impose sanctions on companies found evading the law.

The pilot project would require selected companies to ascertain the legal landed status of any potential staff, using the records of the social security system, including new standardised birth certificates, and a more comprehensive database to be compiled by the immigration and naturalisation service.

But it was so vehemently opposed by several conservatives that its fate in the conference committee may yet be uncertain.

They argued that it constituted another "big government" burden on businesses and was the first step on the slippery path to a national identity card system.

In general, the immigration debate has cut sharply across party lines. For example, Senator Edward Kennedy of Massachusetts, the leading liberal Democrat, joined Senator Simpson, a staunch conservative, in arguing in favour of employee verification.

Less controversy has attached to the proposed crackdown on illegal immigration. The Senate bill, like the House's, would double the number of guards on the border with Mexico, deny welfare and other social benefits to illegal immigrants and increase penalties for the smuggling of aliens and document fraud.

# Argentine central bank accused

Argentina's central bank is coming under increasing scrutiny over its conduct in the collapse of Banco Integrado Departamental (BID), the biggest casualty of last year's banking crisis, writes David Pilling in Buenos Aires.

Mr Roberto Cataldi, former general manager of BID, which was last week declared bankrupt, has accused central bank officials of "pressuring" the bank into taking over weaker institutions before suspending it last April.

Mr Roque Fernandez, central bank president, was on Wednesday asked by President Carlos Menem to make a public statement defending his institution's conduct in BID's rapid expansion, suspension and ultimate collapse.

BID was suspended in April 1995 after it stopped returning deposits during a run on Argentina's financial system that saw \$8bn flee the country in the aftermath of Mexico's December 1994 devaluation. The bank, with more than 130 branches mainly in the agricultural province of Santa Fe, was left owing \$400m to 140,000 depositors.

Questions have been raised over why the central bank lent BID \$170m in rediscount operations only weeks before it was suspended. Part of the money was used to take over Banco Acio and Banco de la Ribera, weak institutions which Mr Cataldi says pushed BID over the edge. Mr Cataldi's accusations are being probed by a federal judge.

The central bank said its board had "never pressed the former Banco Integrado Departamental into absorbing other entities... the financial assistance awarded to BID and entities it absorbed was carried out under the same terms and conditions as used with several other financial institutions", it said.

# Taxing time for Canada's consumers

Many Liberals wish they had not promised to scrap the GST, reports Bernard Simon

Even before Canada's Goods and Services Tax took effect in January 1991, disgruntled consumers had christened the new value-added levy the Gouge and Screw Tax.

So it came as no surprise that the Liberal party, then in opposition, saw the GST as a golden opportunity to score political points when the next general election rolled around two years later.

The Liberals ambitiously pledged to replace the GST with a new system that "generates equivalent revenues" is fairer to consumers, minimises disruption to small business and promotes federal-provincial fiscal co-operation and harmonisation.

The Liberals won the election, but many now wish they had done so without promising to tinker with the GST.

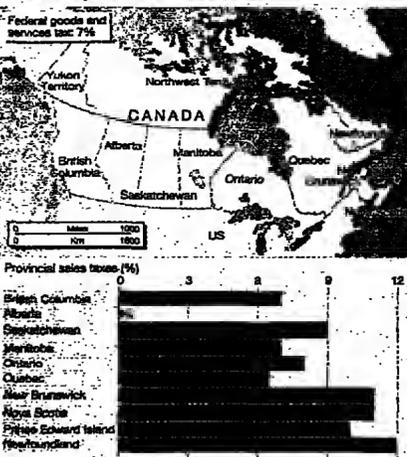
"We made a mistake," Mr Paul Martin, finance minister, said in the House of Commons last week in an implicit acknowledgement that, whether Canadians liked it or not, the GST was there to stay.

Mr Martin's admission damaged the Liberals' credibility, though to what extent has yet to become clear. One backbencher was elected from the caucus after voting against the budget in protest against his party's broken promise.

Ms Sheila Copps, the outspoken deputy prime minister, bowed to public pressure earlier this week to make good on her repeated pledges that she would resign if the GST was not replaced.

She hopes to re-enter politics by contesting the forthcoming Ontario constituency. The curious thing about the GST however, is that the political havoc it has wreaked

The tax spread for consumers



tax to an intrusive "personal expenditure tax" based on the difference between an individual's income and savings. Supply-side economists pressed for the complete abolition of the GST, arguing that increased economic activity would generate the necessary revenues through higher income taxes.

Instead, Mr Martin has tried to refine the GST by persuading the ten provinces to blend it with their disparate retail sales taxes. The result would be a near-uniform sales tax of 14 or 15 per cent administered by a single level of government.

Nine provinces - the exception is oil-rich Alberta - currently impose sales taxes, ranging from 7 per cent in Manitoba and British Columbia, to 12 per cent in Newfoundland. Canada is the only industrial country with a federal value-added tax which is not integrated with retail taxes levied by other levels of government.

Business groups strongly favour harmonising the federal and provincial systems. The provincial taxes apply to a smaller range of goods than the GST and to only a handful of services. They also have the drawback of "cascading", in other words, forcing buyers to pay taxes on taxes.

However, the attempt to harmonise the federal and provincial taxes has run into strong opposition from provincial politicians wary of having anything to do with the hated GST.

Provinces with relatively low rates or a far narrower coverage than the GST, such as Alberta, BC and Ontario, are dead set against a new system that would have the appearance of a tax increase. Those with higher rates are

worried about a loss of revenue. The provinces are also sensitive to criticism that the value-added GST's system of input credits appears to shift the tax burden from businesses to consumers.

"The root problem is a perceptual one on the part of the public," says Mr Brian Collinson, director of taxation at the Canadian Manufacturers Association.

Consumers paying the full 15 per cent at the cash register are bound to see input credits as "a windfall for the business community," Mr Collinson says.

Quebec agreed to a modified harmonisation system in 1992. A renewed push by Mr Martin earlier this year has persuaded three high-tax Atlantic provinces - Newfoundland, New Brunswick and Nova Scotia - to join the fold from next April.

The federal government has agreed to pay the three provinces almost C\$1bn (US\$734m) over the next four years to compensate for lower revenues. But some other provinces have complained that the deal is so generous that the GST component for Newfoundland will amount to only 5.3 per cent.

In an effort to curb shoppers' ire, the harmonised tax will be different from the GST in one important respect. The tax will be included in the price tag on the store shelf. "It gets rid of the cash register shock that's been a prominent complaint," says one GST expert.

The government is now crossing fingers that the benefits of a single sales tax will slowly but surely become apparent across the country, even if it continues to be dubbed the Gouge and Screw tax.

# Dole backs removal of software export ban

By Louise Kehoe in San Francisco

Senator Bob Dole, the Republican presidential candidate, yesterday threw his support behind proposed legislation to remove US export restrictions on computer software used to encode internet messages.

The new Security and Freedom through Encryption bill, introduced yesterday by several Republican senators and congressmen, also rejects a controversial Clinton administration proposal to enable law enforcement agencies to unlock encoded electronic messages.

For Senator Dole, the encryption bill provides an opportunity to seek support from Silicon Valley high-tech leaders, many of whom backed Mr Bill Clinton in 1992, and to boost his election campaign efforts in California.

"The administration's misguided proposal on encryption amounts to a pair of cement shoes for Silicon Valley," said Senator Dole. "It seems to me that a new pair of track shoes might be a better answer. The administration's big brother proposal will literally destroy America's computer industry," he said.

Encryption software is currently classified as "munitions" and exports are strictly limited by the US state department. US and other western

intelligence and law enforcement agencies are opposed to the commercial use of the most powerful encryption methods which they argue could be used to mask criminal or terrorist activities by effectively preventing wire-taps.

However, US software companies maintain that the current export restrictions threaten US pre-eminence in the world software market.

A study by the Computer Systems Policy Project, a computer industry group, estimated that within four years the US economy would lose \$60bn in revenues and roughly 216,000 jobs as a result of encryption export controls. Moreover, current regula-

tions, which allow export only of "weak" encryption, are unacceptable because such encoding has been demonstrated to be ineffective.

Last year, for example, students in France were able to break encryption which is used in the export version of Netscape Communication's popular internet browser software.

The limited availability of strong encryption software is also blocking the progress of electronic commerce on the Internet, US computer experts argue, because companies and individuals are reluctant to make electronic payments over the Internet without assurance of security.

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# ADB plays down alternate funding plan

By Edward Luce in Manila

Mr Mitsuo Sato, president of the Asian Development Bank, yesterday played down suggestions that the diversion of net profits from the bank's market-based activities would make up for shortfalls in rich countries' donations to the bank's soft-loan window, the Asian Development Fund.

Mr Sato, appointed yesterday to a second five-year term as president of the ADB, told the bank's annual meeting that siphoning off net income from ordinary lending operations could lead to a downgrading of its credit rating. This could be self-defeating as it would push up the cost of borrowing for the ADB.

"Our credit ratings may be affected and that will raise our funding costs." His comments came just a day after Mr Jeffrey Shafer, US treasury under-secretary, told ADB delegates the bank should dip into its own reserves to cover falling OECD donations.

The US, in arrears of \$37m to the soft-loan fund, which is expected to run dry by the end of the year, has urged the richer Asian economies such as South Korea, Taiwan and Singapore to contribute more to the fund.

Singapore, which says it objects to subsidies on ideological grounds, could be excluded from ADF procurement contracts if it failed to contribute to the next replenishment, Mr Hedrich said.

The island state had netted more than US\$130m in ADF contracts since it was created, he added. Mr Sato, who will chair the next donors' meeting in June, said failure to clear donor arrears to the 1992 fund this year could force the ADB to adopt a formula struck last year by the World Bank's soft loan arm, the International Development Association.

## Push for Thailand groups to go public

By William Barnes and agencies in Bangkok

The new head of Thailand's Securities and Exchange Commission wants to make it easier for "export-oriented and capital-intensive" companies to go public, he said yesterday. Staking out a claim as a reform-minded regulator, Mr Pakorn Malakul Na Ayudhya said reform and strict regulation of Thailand's capital markets should continue. He was echoing the agenda of his predecessor, Mr Ekamol Kirtwat, ousted four months ago partly for his reformist zeal.

Finance Minister Mr Surakiat Sathirathai will be an opposition target in next week's parliamentary no-confidence debate, in part because of the suspicion that he forced Mr Ekamol to resign for allegedly being too tough in his pursuit of stock market manipulators, whose practice of "ramping" (forcing equity prices up) hurt the market's reputation.

Mr Pakorn said that with the current account deficit so high - it stood at a five-year peak of 8.1 per cent in 1995 - "we should give added weight to projects beneficial to the country" rather than merely "building resorts".

Of Thailand's 10 biggest exporting companies, only one, Alpbatec Electronics, is listed on the Stock Exchange of Thailand, he pointed out. Mr Pakorn admitted that a move by the SEC to favour exporters, especially those who make high-tech products, might - if approved by the cabinet - not be universally popular.

A night club company might claim it contributed to the tourist industry, he said. Stockbrokers welcomed Mr Pakorn's comments but pointed out the Thai stock market had already undergone marked changes.

"The rules already favour large industrial concerns; it would be impossible nowadays to list a single-asset hotel company, which used to happen before," Mr Korn Chatikavanij, president of Jardine Fleming Thanacon Securities, said.

"If the SEC wants to create a market that truly reflects the economy it should take privatisation seriously: electricity, water, railway, telecoms and the airline (currently a partial flotation) should all be listed," Mr Korn said.

Mr Pakorn said he wanted to deregulate the securities industry by offering licences to securities companies to operate in all four areas of the business: brokerage, dealing, underwriting and investment banking. Many of the existing 84 companies do not have underwriting or investment banking licences.

## India's poor have high hopes for change

'Booth capturing' cannot damp rural enthusiasm for democracy, writes Mark Nicholson

At the Sultanpur polling station yesterday in rural Bihar - India's poorest, most violent and electorally fraudulent state - no women voters could be seen. Inside, male voters who assembled only after journalists arrived, cast their ballots. But no official took their thumb prints as the law requires.

And behind the official's desk sat a ballot box, the lid wide open. "There's trouble here, the booth's been captured by the Samata Party," a Janata Dal Party worker whispered to reporters.

A few kilometres down the road, the scene was similar, except that the Koranpur voting station appeared to have been "captured" by Janata Dal. "Booth capturing" is almost a Bihar sport. The state's chief election officer said yesterday's poll, the state's first voting day in India's staggered general election, was "better than most" and only 20-30 instances of booth capturing had been reported from the 82,000 stations where polling was held.

But neither Sultanpur nor Koranpur would have been reported as "captured" nor thousands of others. Bihar "capturing" is too well organised.

Such cynical rigging ought to be enough to extinguish whatever democratic spirit Biharis have left. But a little further down the same road, at Durmi, came proof otherwise. Dozens of women, all dressed in their finest saris, made their way to vote. The difference? Heavily armed police surrounded the polling station. Locals felt safe, and queued up to vote.

Bihar is an extreme example of electoral malpractice in India. Elsewhere, domineering one's misery to vote is more the rule than the exception. Election days are special occasions, and the world's biggest democracy, 590m, proves it consistently by turning out in proportions which shame western democracies.

Turnout has risen virtually consistently since India's first post-independent poll in 1952, when 40 per cent of voters cast their ballot. Turnout was 60 per cent in the last election in 1991. This year it is likely to be 60-65 per cent. Turnout this year may be slightly lower - perhaps because the campaign, tightly policed by a more assertive election commission, has been duller. But surveys show Indians are keener than ever on democracy.

A national election survey, last held 25 years ago, recently found that 69 per cent believe India cannot be better governed than by "parties, assemblies or elections". In 1971 the proportion was just 44 per cent.

This, despite a year of political scandals that culminated in India's biggest political tribes affair, in which 25 top politicians face trial on corruption charges. The Indian politician's image has seldom been worse. Neither might the poor mass of Indians, 40 per cent of whom still fall below the poverty line, feel particularly well led. This could also explain why so many Indians vote.

"Those who are angry use their vote to express their anger," says Mr VP Singh, Janata Dal prime minister from 1989 to 1990. "Indian voters also realise the value of their vote - they can form governments and throw them out."

Indeed India's electorate threw out Mrs Indira Gandhi in 1977 in a rebuff for her imposition of a state of emergency. In 1989 they turned out Mr Rajiv Gandhi, Indira's son, for his alleged corrupt involvement in an arms deal.

This year, India's voters look set to issue no such decisive outcome. Yet Mr Singh, and other analysts, believe voters are becoming even more convinced of the value of their vote. They see India in the midst of a political transformation, one which is gradually eroding the power of the traditionally powerful, higher caste elites, in favour of the poorer and lower castes.

The chief political victim is the Congress party, its support is increasingly being leached away by regionally based leaders championing the poor.

The emergence of these parties as national players, argues Mr Singh, adds to the power of the previously powerless. "There is no cynicism about elections among the poor and lower castes," he says. "For them, every election means a little more power."

And, for all its electoral flaws, there are few better illustrations of this than Bihar. Even without the "booth capturing", it is likely the state's poor voters would have returned a near sweep of Janata Dal MPs, as it did in 1991.

The party's leader and Bihar's chief minister, Mr Laloo Prasad Yadav, has forged an "anti-upper class" alliance of the middle and lower order castes with a potent mix of populist charisma. The self-made former goat herd delights in shocking the cocktail parties by flourishing "peasant" manners.

"My priority is the people who are illiterate, Dalits, labourers, people who have energy but no land," he says. "They have become victims of the machinery of democracy. But people are its owners, this machinery should be the servants of the people."

And his message has taken root in Bihar's villages, even if some of them are deprived their vote, or complain the state government has not improved their lives. "Laloo is trying," says Mr Bishesh Kumar, a low caste villager near Hajipur. "If he gets the chance of power in the centre, he will change our lives."



Taking part in the world's biggest democracy: a voting woman makes her mark

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Mr Liu Han Zhang, the tough-talking factory chief of the Handan Iron and Steel Works, does not mince words. "Here," he says, gesturing towards blast furnaces and grimy production lines, "we implement the policy of each according to his contribution not each according to his needs. From 1968 to 1990 the only 'ism' we adopted was egalitarianism. Now we've got rid of egalitarianism along with the iron rice bowl. They don't work."

Mr Liu's words would probably have been regarded as heresy at Handan as recently as 1990, but in that year the loss-making company introduced accounting standards which valued the real cost of producing a ton of steel and set production targets based on market prices.

Previously, less attention had been paid to production costs than to meeting state quotas. The workers' bonus system reflected this with employees paid extra whatever their contribution, hence reference to an unbreakable "iron rice bowl".

Now, according to Mr Liu, workers are rewarded according to their ability to achieve targets and contain costs. A system has been put in place to measure contributions of those involved at every stage of production.

That, at least, is Mr Liu's story and one China's State Council, or cabinet, seems anxious to propagate. For, Handan Iron and Steel, located in southern Hebei province about 300km south of Beijing, has been designated a model state enterprise worthy of emulation.

Model enterprises in China have a far from unblemished record, however, and several such as Dazhai, the agricultural commune in Shanxi province, are among the

communist system's fallen angels. Dazhai's production figures during the time it became a shrine of the Cultural Revolution (1966-1976) were wildly exaggerated and large dollops of state money were provided to prop up a dirt-poor rural community. Dazhai's propaganda value did not have a price.

But Mr Liu, who has been at Handan since it was established in 1952, is confident his formula can be made to work in other alling state enterprises. He notes the Handan model has helped turn around the fortunes of the giant Anshan steel works in Liaoning province, and a smaller steel works in far-west Xinjiang region.

He is much in demand as a lecturer to representatives of loss-making state enterprises who are brought to Handan in increasing numbers to learn how it is done. About half Chi-

na's 14,000 medium-sized and large state enterprises are in the red. Chinese newspapers have begun extolling Handan's virtues.

"To learn from Handan means how to learn to face the market and transform our minds, instead of relying on state support and a better market situation," said the Liberation Daily in an editorial. "To change the traditional planned economic mindset means one has to 'destroy the wall and get down to the sea' - pushing both the enterprise and the employees to the market."

Mr Liu's methods, which he says "cannot be learned from any textbook", appear to be a variation of the "management responsibility" system introduced in China in the 1980s in an attempt to make managers more accountable for the success of their enterprises.

On the face of it, Handan's results are impressive. In 1990, the first year of the new sys-

tem, net profit was Yn1m (\$130,000). In 1994 profits reached Yn780m before falling back to Yn709m last year as a result of lower steel prices and a nationwide credit squeeze.

In the five years to 1995 the company's net assets have grown to Yn4.6bn compared with Yn580m in 1990 and unlike many state enterprises across China it is not heavily burdened with bad debts.

"Our policy is that we won't transport product until a contract is signed or until we have received the money," says Mr Liu. Chinese enterprises owed each other Yn300bn last year.

Since 1990 Handan has doubled production to 2.15m tonnes and now ranks 11th among steel producers under the ministry of metallurgical industry. With only 2.2 per cent of national production, it accounts for 8 per cent of profits.

Mr Liu, unlike many state enterprise bosses, is not

talking about "downsizing" his enterprise, which carries the heavy burden of 28,000 employees. Some 10,000 are in steel-making and the rest are engaged in ancillary services, including schools and hospitals. "We can't just tell people to go. They have to have rice to eat," he says.

According to his figures, bonuses, which account for about half a worker's pay, offer real incentives, with those actually involved in production among the highest paid.

Annual wages, including bonuses, range between Yn4,500 and Yn40,000. Mr Liu believes his methods of rigid cost controls and incentives can be made to save other enterprises, although he concedes some are hopeless cases and should be made bankrupt. "State-owned enterprises under a socialist market economy can achieve very good results," he says. "That is why the State Council issued an official decree to learn from Handan."

## ASIA-PACIFIC NEWS DIGEST

### Home loan call to Japan banks

The Japanese government will next week seek from leading banks an increase in their contribution to liquidating the country's bankrupt housing loan companies.

The announcement follows the government's attempt to quell public anger and break a parliamentary deadlock by agreeing last month to freeze temporarily ¥85bn (\$6.5bn) in public spending controversially earmarked for the seven Jusen housing lenders.

The finance ministry is now looking to pass the costs of the liquidation on to the banks, the original founders of the housing loan companies. "The banks that founded the Jusen companies currently have enough profits to consider additional burdens," Mr Wataru Kubo, finance minister, said yesterday.

Mr Kubo said the ministry would start negotiations with the banks on the details once the budget for the current fiscal year passed the upper house.

### Australia trade deficit falls

Australia's current account deficit fell to a seasonally adjusted A\$1.51bn (US\$1.2bn) in March, its lowest level for almost two years. The figure was marginally higher than private-sector economists had been predicting but significantly less than the record A\$3bn figure which raised concern last May.

Since then, the monthly current account deficits have steadily reduced, helped by the slowing economy - which reduces demand for imports - and an improvement in some agricultural and mineral exports. In March, merchandise imports fell by A\$422m or 6.4 per cent. Exports dipped by 1.4 per cent.

### Telstra sale details announced

Australia's coalition federal government yesterday introduced legislation into parliament to permit the sale of one-third of Telstra, the government-owned telecommunications group, to private-sector investors.

The Telstra bill will restrict aggregate foreign ownership of the group to 11.5 per cent, or 35 per cent of privatised equity. It will also restrict individual foreign ownership to 1.6 per cent. The bill will stipulate that Telstra's head office and operating base remain in Australia and that its chairman and a majority of directors are Australian citizens.

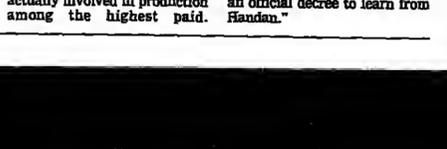
### S Korea trade deficit soars

South Korea announced a sharply higher trade deficit yesterday of \$2.01bn in April, after a better than expected deficit in March of \$362m.

The deficit for the first four months of the year of \$5.85bn compares with a forecast deficit for the full year of \$7bn. The figures alarmed the markets. "Exports growth in April slowed faster than anyone expected," said Mr Lee Jong-won, an economist at LG Economic Research Institute. "Exports have been the engine behind our economy. Unless monthly exports maintain at least a 10 per cent growth, an economic soft landing looks difficult to achieve."

### Forging profits in China

Handan Iron and Steel Works' profits after tax (Yn100m)



Source: Handan Iron and Steel Works

Source: Handan Iron and Steel Works



Handan Iron and Steel Works

# Police boost fight against 'dirty money'

By Jimmy Burns in London

The City of London police force has created a unit to fight money laundering. Amid renewed fears that international criminal organisations are exploiting loopholes in the UK banking system to channel millions of dollars.

The Financial Investigation Unit (FIU) is to focus on cases of substantial and sophisticated money laundering, some of which have been identified in the past 15 months by the Bank of England's existing investiga-

tions unit. Two big cases already under investigation by the new unit are thought to involve the use of suspect money in the form of hedge funds linked to trade in commodities.

A senior investigator linked to the new unit said last night: "So far we have just been dipping our toes in the water. We think the problem of money laundering is much deeper and we need a unit like this to deal with it." Formation of the unit follows indications that the security service MI5 is also taking a more prominent role

in the fight against money laundering.

Under regulations brought in three years ago after the Bank of Credit and Commerce International collapse, City of London financial institutions are required by law to report any suspect banking transactions to police and regulatory authorities. Creation of the FIU follows growing domestic and international criticism that the new regulations were insufficient to stop the exploitation of City markets by large criminal organisations.

The FIU hopes to develop

intelligence links in order to identify more clearly significant cases among the hundreds reported annually to a special Bank of England committee, drawn from the police, financial regulatory bodies and government departments.

The Bank of England said last night: "We have been aware for some time that money emanating from the former Soviet Union is becoming an increasing important aspect of money laundering. It is something that concerns us."

British investigators have

identified several areas for potentially illicit transactions emanating from the former Soviet Union. They include funds controlled by politicians during the Communist regime, the sale of commodities and precious metals, trade in high technology equipment, and drugs and prostitution.

Few money transfers involve a direct transfer between the former Soviet Union and the UK. One area of concern has been the increasing use of financial offshore centres and "brass plate" companies to launder money.

# Mergers watchdog quits over decision on electricity bids

By Robert Rice, Legal Correspondent

A senior member of the Monopolies and Mergers Commission has resigned in protest over the competition watchdog's handling of the electricity generators' bids for two regional distributors. Mr David Kinnersey, former chief executive of North West Water and an adviser to the government on water privatisation, said he was also "very dissatisfied" with the way the commission was working and called on other members to follow his example.

The bids by National Power and PowerGen for Southern Electric and Midlands Electricity were blocked last week by Mr Ian Lang, trade and industry secretary, despite a recommendation by the MMC that they should be allowed to proceed.

Last month government lawyers won an injunction against The Economist and a journalist with the magazine, preventing further publication of information from a commission report on electricity bids. Mr Kinnersey said there was general dissatisfaction at the way the commission operated. "There are 30 main members of the commission and they only used five of those dissented. So the conclusions were reached by four out of 30 members. I wonder if that's right."

As former head of the National Water Council and adviser to a senior minister on water privatisation in the 1980s, Mr Kinnersey said he was "a reasonably well informed observer". Yet in his five years as a member of the commission's seven-strong water panel he had not been asked to work on anything, he said.

# Business award goes to queen of theatreland

By Michael Thompson-Noel in London

Mrs Janet Holmes à Court, the queen of London's theatreland, was yesterday named Britain's Businesswoman of the Year for revitalising Stoll Moss Theatres, of which she is chairman.

Stoll Moss runs 10 London theatres, and was one of the companies Mrs Holmes à Court, 52, an Australian, inherited in 1990 on the death of her husband, Robert.

However, the judges of the Verve Clioquet award - which is said to celebrate "courage, dynamism, enterprise, style, struggle and charisma" among women of achievement - said that Heytesbury Holdings, Mrs Holmes à Court's Australian-based holding company, now "combines both inherited and acquired parts, and is very much her creation".

They were particularly impressed by Mrs Holmes à



Janet Holmes à Court, rewarded for her business acumen

Court's £11m worth of investment in Stoll Moss. "In the last five years," said the judges, "Stoll Moss has been transformed into an efficient, people-orientated concern to become the largest, most profitable theatre-owning company in London." Mrs Holmes à Court hopes to spend another £2m refurbishing her London theatres over the next five years.

In Australia, where she is a member of the board of the

Reserve Bank, Mrs Holmes à Court's Heytesbury empire includes cattle farms and racehorses, a winery and restaurant, a trucking business, and John Holland, one of Australia's biggest construction and engineering groups.

Asked about her business style Mrs Holmes à Court said: "Teamwork is what matters... In Britain management is too often hierarchical - a product, one supposes, of the British class system."

# Oil-tanker conversion contract

Harland and Wolff, the Belfast-based ship builder, has won a multi-million pound contract to convert a new oil tanker into a floating production, storage and off-loading vessel for the North Sea. It was announced yesterday.

The deal with the Dutch-based offshore contractor Bluewater Engineering Company, which is believed to be worth £10m (£15.1m) and could mean about 100 new jobs. The 105,000-tonne Glas Dowr was built in Japan. Conversion work, is expected to be finished by October.

# Football fan attacks lawyer

The football fan who was the target of a Kung-Fu-style kick by French Leeds United player, Eric Cantona, during a match between Leeds and Crystal Palace was jailed for seven days for contempt of court yesterday after physically attacking a lawyer. The attack came as Crystal Palace fan Mr Matthew Simmons (left) appeared for sentencing on two charges of using threatening words and behaviour during the incident in January. Magistrates had just ruled that he was guilty of two charges of using threatening words and behaviour when he launched the attack. In addition to a fine, the magistrates also made an order excluding him from all football matches for a period of 12 months. During the hearing the prosecution told the magistrates that Cantona was provoked into launching his infamous kick after Mr Simmons taunted him with foul and abusive language. The double glazing litter had hurled a stream of abuse at the French star.

# Nadir may return to face trial

By John Mason and Jim Kelly

The voice of Mr Asif Nadir, the former chairman of Polly Peck, spoke out yesterday to promise that he would return to the UK to face trial on fraud charges if the Conservative party lost power at the next general election.

His surprise announcement, relayed by telephone from northern Cyprus, was made at the London press launch of a book written by Mrs Elizabeth Forsyth. She is the former aide

# Pave your lawns and save water, consumers are told

By Leyla Boulton, Environment Correspondent

A leaflet issued yesterday by the Severn Trent Water company in central England suggested that customers pave their lawns to avoid using water on them. It was the latest gaffe by a former state industry notorious for own goals. Last year Yorkshire Water in northern England was ridiculed for suggesting that its customers should wash less often or move to another area.

The industry has been struggling to repair its image following last summer's debacle over water shortages in much of England. The Gaffes fed into an increasingly frenetic public relations war among water companies in the grips of take-over fever. Severn Trent is one of a number of bigger companies, promising superior management skills and big cost savings for customers, which are trying to take over rivals weakened by public outrage over poor service.

Having been dissuaded by Ofwat, the industry regulator, from targeting Yorkshire Water, Severn Trent is now vying with Wessex Water to take over South West Water.

The government, which must vet such mergers, is believed likely to designate Wessex Water the approved predator for South West Water. But yesterday's embarrassing leaflet from Severn Trent can only enhance Wessex Water's position in the public relations war.

Regional rainfall patterns and geographical conditions play a large part in determining which companies suffer from shortages. But that is not deterring Wessex Water, with relatively plentiful supplies, from exploiting its brethren's troubles.

Wessex Water, which did not have to impose hosepipe bans last summer and is unlikely to do so this year, has promised to pay compensation to any of its customers in the unlikely event of one. This in turn has prompted one South West Water executive to point out that "you can promise the world in compensation as long as you don't have to pay it".

At the other end of the spectrum of remarkable ideas, one of Britain's smallest water companies, Folkestone and Dover Water Services, is negotiating to pipe water into France via the Channel Tunnel.

But this has potential political repercussions at a time when its French parent, Compagnie Générale des Eaux, has joined forces with Saur, another big French water company, which owns South East Water in England, to target the nearby Mid-Kent Holdings. Mr Geoff Baldwin, chief executive of Mid-Kent, argues that the real aim of the takeover plan, which is held up by a legal dispute, was to siphon off water supplies to his two French-owned neighbours.

Beneath the more hilarious aspects of water policy is genuine concern that too little is being done to balance growing demand for water with environmental constraints on the amount of water available. There is also a need to determine the level of service that can be offered by privatised companies covered by restraints on charges.

# Burger chain ends its ban on British beef

By Diane Summers, Marketing Correspondent

Wimpy, the chain of franchised burger restaurants, has lifted its ban on the use of British beef because it believes consumer confidence is returning. It said posters proclaiming "British Beef is Back" were due to go up today in Wimpy's 272 restaurants.

Mr Max Woolfenden, Wimpy's managing director, said that, as a British company, "we are delighted to announce our move back into British beef; we have seen a great improvement in customer confidence."

Recent government action against BSE and the company's own additional control and safety procedures throughout the whole

# Big slaughter programme opens amid confusion

Chaos reigned on the first day of the British government's programme for destroying cattle over the age of 30 months, Deborah Hargreaves writes. "It's a bit of a pig's middle," said Mr David Lock at Premier Livestock Auctions, which runs cattle markets in three towns in south-west England. "We've received no notification about which days to take animals or how many."

The government has organised slaughter schemes to try to restore confidence to the beef market. The Intervention Board, a state agency,

has licensed 105 auction markets to act as collecting points for cattle and 44 abattoirs to slaughter them. Farmers have built up a backlog of an estimated 250,000 animals which they are vying to kill first. "We don't want queues of lorries waiting outside abattoirs for hours, but every farmer is phoning up to get in first," said Mr Hugh Black, a dairy farmer from western England. "All these animals cost money to feed, and farmers are now running out of hay and allage," said Mr Martin Burt, a livestock farmer from North Yorkshire.

McDonald's, with 600 outlets, said customers were still expressing considerable uncertainty about British beef, and a move back to its use "would be premature".

Burger King, owned by Grand Metropolitan, the UK

food and drinks group, said it was continuing "for the time being" to source beef for its nearly 400 restaurants from outside Britain. Its decision was "based on customers voting with their feet," it said.

McDonald's and Burger King

said they were using independent researchers to test public opinion, while Wimpy said it had been influenced chiefly by calls from customers and feedback from franchisees, some of whom had issued questionnaires to customers.

The chains stopped using British beef shortly after the "mad cow" crisis broke in March and burger sales slumped. Both McDonald's and Burger King said they looked forward to resuming the purchase of British beef when it was felt consumer confidence had recovered.

At the time the ban was announced by the chains, two Conservative MPs, Sir James Spicer and Mr Ian Bruce, accused the companies of damaging the UK farming industry.

# UK NEWS DIGEST

## Further action by US regulators

**LLOYDS** The US legal problems faced by Lloyd's of London worsened yesterday when two more states took action against the insurance market, posing fresh obstacles to its recovery plans. The moves by securities regulators in Utah and Tennessee threatened to stretch further Lloyd's resources at a time when it is seeking to win the agreement of Names in the US and elsewhere for an out-of-court settlement of legal action. Names are individuals whose assets have traditionally supported Lloyd's.

Mr David Rowland, the insurance market's chairman, is expected to write to Names shortly outlining significant improvements in the recovery plan, of which the out-of-court settlement is part.

In the US, Lloyd's renewed earlier this week a "standstill" agreement with nine states. Mr Peter Lane, north American managing director, said the new moves were "unfortunate". Lloyd's also faces legal action in California which could threaten \$10bn held to support US underwriting. The securities regulators allege that investment in Lloyd's was mis-sold. Mr Lane said proceeding with the recovery plan without US Names, not all of whom are supporting the litigation, would be "unfair" and was not an option.

Ralph Atkins, Insurance Correspondent

## N Ireland police title challenged

The name of the Royal Ulster Constabulary should be changed to make it more acceptable to the nationalist community in Northern Ireland, a member of the opposition Labour party urged. The call by leftwinger Mr Jeremy Corbyn came in the House of Commons just 24 hours after a British minister responsible for Northern Ireland, Sir John Wheeler, had annoyed nationalists by likening a name change to the dismantling of the United Kingdom.

Sir John, speaking as the government launched a policy paper on police reform in Northern Ireland, had rejected calls to change the RUC's name. He said he was "not in the business of dismantling the UK by the back door". Challenging Sir John on the issue Mr Corbyn stressed there was a great difference in confidence between the way the RUC was viewed by the nationalist community and the loyalist community.

PA News  
Phillip Stephens, Page 12

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PA News

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PA News

## Plan to lift savings launched

The opposition Labour party intends to launch a new tax-advantaged scheme designed to encourage individuals into medium and long-term savings in a plan which could transform the UK savings industry. The scheme, which would offer tax advantages to those opening an Individual Savings Account, is intended to build on products such as Personal Equity Plans which encourage savings for up to five years duration. Mr Allstair Darling MP, Labour's spokesman on City affairs, said that the lack of incentives may be hindering the growth of private savings to cover the costs of illness and old age.

Norma Cohen, Glasgow

## Charity donations 'unaffected'

Charitable donations last year remained unchanged from 1994, in spite of the advent of the National Lottery, figures released yesterday show. According to findings from the latest Family Expenditure Survey, collected by the Office for National Statistics, average weekly household spending on charitable giving last year remained unchanged from the lottery itself averaged £2.50 (£5.70) a week in 1995. The data provided support for the government's contention that the lottery has not harmed charities.

Mark Szmar, Social Affairs Correspondent

Vertical text on the left edge of the page, partially cut off. Includes "n call banks" and "it falls".



Probably the best beer in the world.

MANAGEMENT

The development of a venture capital industry lies behind the economic success of a new breed of high-tech Israeli company, says Richard Gourlay

# Peace potential

Israel's conflict on its northern border in the past month has done what conflict in the region always tends to do - grab the headlines.

But, untroubled by the recent conflict, one section of the Israeli economy has been developing at breakneck speed and is ready to capitalise on the peace dividend promised by a wide regional truce.

After five years in which GDP has grown by 40 per cent in real terms, Israel is emerging as a creator of high-technology businesses out of all proportion to the size of its population or its domestic market.

Many venture capitalists who were around at the birth of Silicon Valley 15 years ago say Israel has become the most exciting focus of new high-technology companies outside California and Boston's Route 128.

Behind this success lies the development of a US-style venture capital industry that did not exist five years ago before the government intervened. In what Ed Mlavsky, a veteran high-tech investor in Israel, describes as "an incredible experiment", the government has helped to create a venture capital industry that is already larger in relative terms than its counterpart in Europe.

The older Israeli high-tech businesses were built mainly as a result of investment by large local holding companies such as Elron and Clal. But a new breed of young companies financed by venture capitalists is emerging.

Some 75 high-tech Israeli companies have now floated on Nasdaq, the US market for fast-growing companies, many of them venture capital backed. By comparison only 25 European technology companies have floated on Nasdaq, although the comparison is imperfect because Europe has its own markets where high-tech companies can list.

Israeli companies are also beginning to be snapped up by international companies. Lunnet Data Communications, a networking subsidiary of the Rad Group, was bought last June by UK-based Madsen Networks for \$300m (£196.6m). Nice Systems sold NiceCom, its networking company, to 3Com of the US last year for \$50m. And Unique, an Internet navigator, was sold to America Online, the Internet access company.

While the driving force has been

private endeavour, the government has played a crucial role. Its most direct intervention was to finance a chain of "business incubators". They were designed to support young technology entrepreneurs, most of whom had moved to Israel after the disintegration of the Soviet Union in 1989.

Rina Fridor, director of the incubator programme within the Ministry of Industry and Trade, says a disproportionate number of these immigrants were scientists and engineers and needed to be found fruitful work.

"There were stories of professors sweeping streets," she says. "We realised there was a weak link. If you have an immature idea, you

## The government's least direct, but most important, role as high-tech midwife has been its R&D budget

have almost no chance to prove it because it is too risky for commercial money [to be invested]."

Fridor now has a budget of \$30m a year for projects such as that set up by Gadri Passi three years ago. Passi is typical of the technology entrepreneurs in the incubators. After completing his PhD in non-destructive testing at Moscow's Nuclear Power Institute, Passi worked in a lab testing materials for the military and some small contractors. Then the Soviet Union broke up and Passi became one of

Jacob Karim's company, Medco Electronic Systems, has just emerged from the protective warmth of the Nitzan incubator "business incubator" and is taking its first tentative commercial steps.

Founded on work carried out during a PhD at the Centre for Medical Physics, Medco makes a non-invasive foetal heartbeat monitor which provides more information about the nervous system than the conventional heart rate monitors.

Like other entrepreneurs who have started embryonic businesses in Israel's incubators, Karim is instituting in his praise for the approach.

"As a person not from a business

background the incubator gives you all you need for your business and there are advantages from the connections with the government," says Karim.

These connections begin with the subsidy, now standing at \$3m (£19.8m) a year for 27 incubators. Entrepreneurs first offer their ideas for appraisal by a volunteer committee of industrialists, researchers and officials at the incubator and ultimately to a committee within the Office of the Chief Scientist.

If the project clears these hurdles

about 620,000 Jews who have emigrated to Israel in the past five years. Six months after arriving, he set up Solotron in the Nitzan incubator at Nahal-Soreq to develop an ultrasonic inspection system for welded metals.

Prior says a high proportion of companies such as Solotron have been "successful" in the sense that they have attracted commercial venture capital. Solotron raised £1m of investment and is now distributing throughout Europe.

Some 230 of the 400 projects remain in the incubators, Prior says. Of the 180 to have emerged, 60 per cent have continued to function. About 40 have attracted venture capitalists to invest amounts ranging from a modest \$100,000 to \$1.5m.

The government took a more indirect role in nurturing high-tech companies three years ago when it decided to stimulate the development of a venture capital industry. A handful of funds, such as the \$20m Athena fund, had existed as early as 1985, a few years after the venture capital industry started to emerge in Europe. But the industry only took off after the government set up Yozma Venture Capital in 1993 to act as a catalyst.

With a budget of \$100m Yozma has invested in nine local funds alongside foreign venture capital investors. This raised \$200m and brought in foreign investors such as Walden of the US, Kyocera of Japan, TVM of Germany and Advent of the US.

Private venture capital funds and some quoted funds followed, raising another \$300m. Another group of

diversified private funds have raised a further \$500m, a third of which has been invested in technology companies, according to Giza Group, an Israeli investment banking firm.

"Yozma was an incredible experiment," says Mlavsky, who is president of Gemini Capital Fund Management and former director of the "Bird" Foundation which has helped joint ventures between US and Israeli companies invest more than \$200m in technology-based companies. "A government-owned venture capital fund acted as a catalyst to attract foreign funds. It got the industry started," Mlavsky says.

Giza's general manager, Ezer Tzoref, estimates that half this \$1bn of funds has already been invested in start-up and early-stage companies. This means Israel in the last three years has invested about the same amount of venture capital in young companies as Germany, the UK and France combined.

Yigal Erlich, president of Yozma, says the test of whether Yozma has fostered a robust venture capital market will come when the funds go out to raise new funds. But Yozma's task is complete.

"There was a market failure and our government stepped in," says Erlich. Yozma is now about to auction its direct co-investments in 14 companies. And its co-investment partners in the nine Yozma funds are to exercise buy-out options that will allow them to repay the government on favourable terms.

The government's least direct but most important role as high-tech midwife has been its research and

# The nurturing business

development budget which is one of the highest in per capita terms in the world. The government, through the Office of the Chief Scientist, has an annual \$500m budget which it uses to pay up to half a company's R&D costs for projects likely to lead to exports.

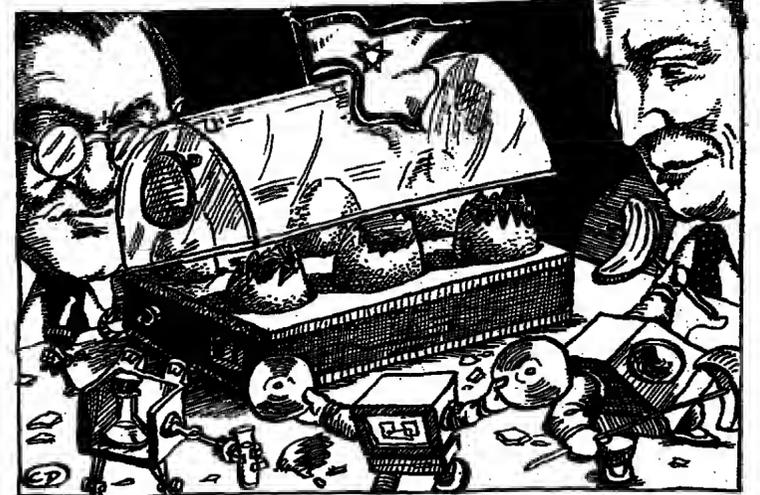
As important is the role of the Israel Defence Force. Israel is littered with companies trying to commercialise technologies developed for the military or exploited by it. And the country has a generation of graduates who have tinkered with state-of-the-art technology in the army while doing national service after their university degrees.

Take Meir Burstin and Gabi Han who founded Advanced Recognition Technologies (Art), a Tel Aviv company that has developed voice and handwriting recognition software. This is being incorporated into per-

sonal digital assistants and motherboards that turn PCs into soft telephones. Both worked for Tadiran, the country's largest technology company. But they also both worked in army communications intelligence with algorithms they have since modified for their recognition software.

Variants of the Art story are evident throughout Israel. Ist, a company in the Weizmann Science Park in Rehovot, is developing an environmentally-friendly refrigeration system using heat exchange techniques to cool the electro-optical systems of night sights. Eldat, a company backed by Mofet Israel Technology Fund that is developing electronic labels with LCD displays, is adapting a technology the air force used in electronic warfare.

These three government actions have produced a profusion of new



delivering drugs to specific sites within the body. Di-Pharm has now raised \$2m of equity.

It is too early to tell whether the incubators will nurture viable businesses and by extension whether they represent good value to the taxpayer.

But in the meantime they are providing researchers with an invaluable base for commercial development and venture capitalists with a plethora of potential deals. As Eliezer Manor, a director of Mofet, the venture capital group, says: "Incubators are very good ways of encouraging the very early stages of entrepreneurship - in fact there is no other way."

Another entrepreneur completed a doctorate at the Weizmann Institute and developed a way of

directing the incubator programme.

The types of business are many and varied. One inventor, an octogenarian emigré from Russia who spoke neither Hebrew nor English, developed a way of purifying silicon wafers on which computer chips are placed. His company, Sitsari Materials Purification, subsequently raised \$4.5m from venture capitalists to develop the process.

Another entrepreneur completed a doctorate at the Weizmann Institute and developed a way of

companies and potential commercial technologies. But the venture capital industry and young technology companies face some problems.

The venture funds will soon have to begin fundraising - this time without Yozma's help. While many have already sold companies, either on Nasdaq or to larger companies, many funds will not yet be able to demonstrate the investment returns that new institutional investors will want to see.

Also, under current tax laws investing institutions now risk significant withholding tax problems if they invest in Israeli funds, an issue the Ministry of Finance must address, venture capitalists say.

Not all government spending on R&D necessarily remain at current levels and the military budget is already falling. Aside from national security questions, the chronic budget deficit is one of the big issues that will need to be addressed after next month's election.

Many of the venture funds are very small. Some are accused of floating their companies on public markets when they are too young. As a result, Mlavsky says the young Israeli venture capital industry is "blundering around a bit".

But US venture capitalists are optimistic that these are teething problems. The rapid growth of the industry will, as in all maturing industries, lead to consolidation so that fewer larger venture funds will be able to provide more funds to create bigger companies.

"The trickle of Israeli companies coming to public markets has turned into a steady stream. There would appear to be more to come.

RG

Bid	Offer	Spread	
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1820	22.50	0.20	0.20
1825	22.55	0.20	0.20

Forty years after Stephen Joseph set the project in motion, the theatre in the round which bears his name has now moved into an impressive permanent home in Scarborough. The town's former Odeon cinema has been converted into a twin theatre/cinema/restaurant complex, with its original Art Deco design being preserved and restored as far as possible - even the carpeting has been re-woven to the original 1930s pattern. Artistic director Alan Ayckbourn, having personally donated £400,000 towards the conversion, has chosen to open the main 400-seat auditorium with an uncannily modest musical.

The original 1976 incarnation of *Jeeves* had a great deal to be modest about. Its West End run closed within a month, and it remains Andrew Lloyd Webber's only flop. It is understandable that Sir Andrew should want to remove this blot on his copybook; but that this 1996 version - with an entirely new book by Ayckbourn, only three of the original songs remaining and an added preposition in the title - works on its own terms is due almost entirely to Mr A's vigorous work in limiting what those terms should be.

Never have I seen a show that takes such consistent pains to play down any great expectations. *By Jeeves* is absolutely determined that it should be seen as no more than a bit of fluff, a "diversionary entertainment". Ayckbourn has framed the main story in a ramshackle church hall concert, as an anecdote told to Bertie Wooster while he awaits the arrival of a banjo for his scheduled recital. Thus the playwright has access to the comic potential of supposedly *ad hoc* props, costumes and performers, and is enabled to let Bertie and Jeeves argue about the telling of the story. Even Jeeves' final *coup* to resolve matters comes in the form of a staging gag.

Likewise, many of the musical numbers are either punctuated by asides from Bertie, or completely halted several times by unfolding events. This may or may not have been Lloyd Webber's original vision, but it is a playful, knowing piece of work, and if Ayckbourn occasionally nods (would Bertie Wooster really be bright enough to remark, as matters take a turn for the catastrophic, "This is getting like the fourth act of *Medea*, Jeeves?"), the atmosphere of cheerful tomfoolery renders such lapses forgettable.

The tale itself is a country-house *Jeeves* and Wooster affair featuring almost all of Bertie's Drones Club chums



Steven Pacey and Malcolm Sinclair in the new Lloyd Webber/Ayckbourn collaboration

## 'By Jeeves' is back

Ian Shuttleworth reports from the new Stephen Joseph Theatre

and previous romantic entanglements, with only his fearsome aunt missing from the fray. Chaps assume each other's identities at breakneck speed, young poppies fall for the wrong chaps, the blustering Sir Watkyn Bassett grows fearfully bewildered and Jeeves saves the day by orchestrating Bertie's pretended burglary in a ridiculous mask - leading to the deliciously daff big suspense number "It's a Pig".

Lloyd Webber's score,

arranged for a five piece band, is as modest as the show itself. Only a few of the tunes attempt a period feel, and during the main romantic duet, *Half a Moment*, a musical phrase from his earlier song *Memory* repeatedly pokes its head up like a startled meerkat.

The only noteworthy flaws in performance are from Diana Morrison, whose bat-squeaking Madeline Bassett is spot on though wearing, and Malcolm Sinclair, who ably captures

Jeeves' manner as cartooned by Ayckbourn, but cannot quite find an appropriate voice for the great man. As Bertie, Steven Pacey makes an excellent amiable, good hearted clump, flashing cheerily inane grins at what he thinks are his good bits and generally winning over an already well disposed audience even further.

A note of caution, however: come the almost inevitable London transfer, nothing would kill the determinedly unassuming charm of *By Jeeves*

as thoroughly as plucking it in a theatre of any appreciable size. It needs either a smallish venue or a Stephen Daltry-style customisation of the space, or it will simply flounder. In its Stephen Joseph home, the show's reception is best summed up in Ayckbourn's own verdict: "It's light, it's fun and it's silly."

At the Stephen Joseph theatre, Scarborough, until June 1. 01723 370641.

## Tolstoy takes to the stage

of a 49-year-old marriage that has produced 13 children. (At the time of the play, Tolstoy is 82, his Sonya 66.) For another, Goldman takes us with a fair degree of success into the anguished mind of Sonya. But, to enjoy Tolstoy best, one has to look over its shoulder to the superior play it almost becomes: a Strindbergian drama of matrimonial warfare, a bitter depiction of what happens when the artist forsakes the muse he married long ago, and a Romantic tragedy about a Christian artist torn between the flesh and the spirit.

The early decades of the Tolstoy's marriage produced not only 13 children but also *War and Peace* and *Anna Karenina*. Tolstoy and Sonya developed the habit of exchanging the

private diaries in which their innermost thoughts were secreted. The intelligent curiosity with which they pursue this practice is one of the most interesting aspects of this play.

By 1910, however, Tolstoy has developed his own form of Christianity, has become possessed by ambitions for chastity and for pursuing his philosophical writings - using, as his assistant, not Sonya but his devout admirer Vladimir Cherkov. Sonya, profoundly jealous of Cherkov, banishes him from her house. To Cherkov, the immortality of Tolstoy's every thought is more important than the Tolstoy's domestic contentment, and he persuades Tolstoy that Sonya's behaviour is so neurotic that both Tolstoy and her diaries

must be removed from her before she destroys them. It is hard to respect Tolstoy's acquiescence here. To Sonya, this act proves a desecration of her marriage and she attempts suicide.

Tolstoy then leaves home. He is in quest of solitude, and even in hiding he feels her eyes pursuing him. Sure enough, she tracks him down. She is right outside the house in which he dies, symbolically and correctly sensing the precise moment in which life leaves him.

The play has too many short scenes, too many narrators, too much slick rhetoric. And we never really enter Tolstoy's mind as we do Sonya's. F. Murray Abraham, the celebrated American actor, might be a

good Tolstoy if only he had more of a role. His naturalistic acting is marred by too much self-conscious pained nobility. Gemma Jones's Sonya, by contrast, though more modest in tone, projects into the theatre much more carefully. Their styles are so dissimilar that it is impossible to believe that these people had been married for one year, let alone 48.

Nonetheless, Jones catches the essential tension of the era's femininity - both strong and vulnerable in feeling, both social position, dignified and tender in manner. Her Sonya has true pathos: a muse whose artist-husband forsakes her and yet whose being he cannot suppress.

Alastair Macaulay  
Aldwych Theatre, London WC2.

## Music in London

### Sounds international

The London International Orchestra Season at the Royal Festival Hall featured the Japan Philharmonic Symphony Orchestra last Thursday and the Sudwestfunk Symphony Orchestra from Baden Baden two evenings later. To its credit, the Japanese orchestra did not play safe with popular favourites, though it might have chosen a more stimulating piece than Takashi Yoshimatsu's *The Age of Birds*.

This three-movement suite was described in the programme as "an ode both to the creatures searching for new wings to lift them above the chaotic forest of contemporary music and to the members of the orchestra". With its lush washes of string, static harmonies and chirruping arabesques, glittering with light percussion, it could hardly be said to rise above munch, and aspired merely to the level of post film music.

The single popular favourite in the concert had the worst performance. Rachmaninov's *Rhapsody on a Theme of Paganini* demands particularly close co-operation between the orchestra and the solo pianist, but Andrei Gavrilov rattled off his part with such percussive brittleness he might have been taking an air gun to dispatch any birds still flying about after the Yoshimatsu. There was little rapport between Gavrilov and the conductor, Jun'ichi Hirokami, though at least Hirokami seemed to be trying. He got his chance, anyway, in Falla's *The Three-Cornered Hat* and seized it enthusiastically. The orchestra responded with discipline and brilliance, and Akemi Sakamoto showed off her fine mezzo-soprano in her two brief solos. In the first of two encores, Hugo Alfvén's Grieg-like *Elegy*, the strings showed off their perfect balance and phrasing, with a nice clarinet solo thrown in, and then the orchestra let rip in a syncopated movement from Kaoru Wada's *Folkloric Dance Suite*.

The Sudwestfunk Symphony Orchestra Baden-Baden with its conductor Michael Gielen is famous for tackling the most difficult and complex new scores, notably at the Donaueschingen Festival. But on Saturday it chose a solid classical programme, with the 30-year-old German, Christian Tetzlaff, as soloist in Brahms's Violin Concerto, followed by Schubert's Great C major Symphony.

Tetzlaff and Gielen were well matched in their approach to the Brahms, which was very straight. Tetzlaff's tone may not have been as sweet as that of some violinists, but his attack was exhilarating and his intonation perfect. He played with complete commitment, and though neither glamorous nor showy the audi-

ence appreciated him. As an encore he played the Gavotte from Bach's E major Partita, which would have pleased Brahms.

Gielen at one time was chief guest conductor of the BBC Symphony Orchestra, but he is still an underrated figure in London. He conducted the Schubert in the most restrained way, but there was no doubt that he had planned the performance in depth, and his choice of tempi was revelatory. The *Andante* introduction really moved, and eased into the *Allegro* without a noticeable change of gear. The switch to the faster coda was perfect. Madmen sometimes utter the truth, and at the end of the movement, a voice was raised from the back of the hall; it took a few seconds to realise he was expressing his appreciation, summing up with "Brilliant!"

The second movement was also ideal at a relatively brisk pace and accelerated into the climax thrillingly. After that, the Scherzo and Finale were plain sailing. A wonderful performance which you might have thought made any encore impertinent. Yet the third Entr'acte from Schubert's music for *Rosamunde* was played with such exquisite tenderness and reticence, it seemed perfect.

Adrian Jack

### Spotlight on Daniel

Until Paul Daniel takes up his position as musical director at English National Opera, everything he does will be under close scrutiny. His concert at the Barbican on Tuesday was a day's outing from Leeds for the English Northern Philharmonic, the title assumed by the orchestra of Opera North when giving concerts. By virtue of being music director of Opera North, Daniel also holds the title of principal conductor of his orchestra.

Daniel chose Mahler's First Symphony and by and large chose well. Once past an indulgent opening movement which could not resist slowing down to admire favourite moments here and there, the performance exerted a firm grip

both on structure and detail. The English Northern Philharmonic may not be in a position to rival the London orchestras in the Mahlerian hierarchy, but it can still make a positive impression if it has been rehearsed to play as confidently as it did here.

That is the prime responsibility of a music director and Daniel will fulfil expectations if he manages to get the ENO orchestra to raise its game to the same degree. Admittedly, most of the rehearsal time had been spent on the symphony and a short premiere - Andrew Sallis's *Dancing for Cormorants* (imaginative orchestral timbres, less convincing in musical argument). The three operatic extracts sometimes found the players drifting.

Richard Fairman

### Sponsorship/Antony Thorncroft

## Granada puts its best foot forward

Granada has taken an important step into arts sponsorship by signing a £75,000 package of support for the Rambert Dance Company, one of the largest ever commitments to a contemporary dance troupe. Most of the money will go towards keeping seat prices low during Ram-bert's season at the Coliseum in London from July 9-13.

This will be Rambert's first London season for four years. Taking on the 2,000-seat Coliseum is a great challenge for a medium-sized dance company, but the Granada funding enables Rambert to offer all the seats in the house at under £20 and over half the house at less than £15.

Rambert is on something of a high at the moment under

artistic director Christopher Bruce. It has increased its dance troupe from 16 to 25; secured a £1m-plus annual grant from the Arts Council; and is successfully touring the UK and abroad.

This is Granada's first major involvement in the arts. It has chosen a popular option - keeping ticket prices down so that a new and wider audience can enjoy the show in a fashionable issue, and has the support of Labour's shadow arts minister, Mark Fisher. Granada is planning to play a greater role in arts sponsorship on a case by case basis.

The future of the Grosvenor House Antiques Fair also seems assured. When Granada acquired the hotel group, Forte earlier this year there were fears that it would eject

the fair, not a significant profit earner, from the Great Room of the Grosvenor House where it has been a June fixture for over 60 years. Now Granada has committed itself to hosting the fair, the grandest occasion of the antique year.

In an imaginative sponsorship, Woodmanserie, a family firm which specialises in artistic greetings cards, has given £20,000 to be shared between five art galleries to help pay for the conservation of a painting at risk. The awards, selected after competition, range from £500 to £10,000, and the galleries receiving help are the Courtauld, Dulwich Picture Gallery, Holbourne Museum, Bath; Shakespeare Birthplace Trust; and the Smith Art Gallery, Strling.

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INTERNATIONAL ARTS GUIDE

### BERLIN

OPERA  
Deutsche Oper Berlin  
Tel: 49-30-343840  
● *Palestrina*: by Pfitzner. Conducted by Christian Thielemann and performed by the Deutsche Oper Berlin. Soloists include Reinhard Hagen, Oskar Hillebrandt, Gerd Brünings and René Kollo; 6pm; May 5  
Kornische Oper Tel: 49-30-202600  
● *Kornische Oper*: with conductor Thomas Kalb perform Mascagni's *Cavalleria Rusticana* and Leoncavallo's *Pagliacci*. Soloists include Stavkova, Oerel, Spiewok and Neumann; 7pm; May 4

### DRESDEN

DANCE  
Sächsische Staatsoper Dresden  
Tel: 49-351-49110  
● *Ballett Dresden*: perform the choreographies *Auf Suche* by Stephan Thoss to music by J.S. Bach, *Gras* by Mats Ek to music by Reichmaninow, and *Erle* by Katarzyna Golanec to music by

Shostakovich; 3.30pm; May 5

### EDINBURGH

CONCERT  
The Queen's Hall  
Tel: 44-131-6683456  
● The Edinburgh Symphony Orchestra: with conductor Alastair Mitchell and leader Philip Tuckey perform works by Gluck, Mozart and Bruckner; 7.30pm; May 4

### GENOA

OPERA  
Teatro Carlo Felice  
Tel: 39-10-589329  
● *L'italiana in Algeri*: by Rossini. Conducted by Yoram David and performed by the Teatro Carlo Felice. Soloists include Sonia Ganassi, Ruggero Raimondi, Bruce Ford and Bruno Praticò; 3.30pm; May 5, 7

### HELSINKI

OPERA  
Opera House Tel: 358-0-403021  
● *Tosca*: by Puccini. Conducted by Karl Tikka and performed by the Helsinki Opera. Soloists include Piriko Törnqvist, Peter Lindroos and Esa Ruutonen; 7pm; May 4

### LONDON

DANCE  
Royal Opera House - Covent Garden Tel: 44-171-2129234  
● The Royal Ballet: perform Frederick Ashton's *Illuminations* to music by Britten, *Symphonic Variations* to music by Franck and *The Dream* to music by Mendelssohn; 2pm & 7pm; May 4

### EXHIBITION

Whitechapel Art Gallery  
Tel: 44-171-5227888  
● Jeff Wall: this exhibition presents 16 large illuminated transparencies by the Canadian artist. Each of Wall's works consists of a photographic transparency in a wall-mounted light box - creating an effect similar to that of a stained-glass window or a back-lit advertisement; to May 5  
JAZZ & BLUES  
Ronnie Scott's Tel: 44-171-4390747  
● Tania Maria: with special guests the Anthony Kerr Quartet; 10.45pm & 1am; to May 5

### LOS ANGELES

EXHIBITION  
Los Angeles County Museum of Art Tel: 1-213-857-6000  
● From the Land of the Thunder Dragon: Textile Arts of Bhutan: exhibition of more than 50 textiles, fine silverwork accessories, and appliquéd Buddhist images. The display explores the ways in which textiles are integrated into the life of the Bhutanese people, from royal gifts to currency. Highlights include textiles owned by Her Majesty, Ashi Sangay Choden Wangchuck, Queen of Bhutan; to May 5

### MADRID

EXHIBITION  
Fundación Juan March  
Tel: 34-1-4354240  
● Contemporáneos Fondos de Colección: exhibition of 21 paintings by contemporary Spanish artists from the museum's collection. Artists represented include Antoni Tàpies, Manolo Millares and Miquel

Barceló; from May 6 to Jun 16

### OPERA

Teatro de la Zarzuela  
Tel: 34-1-5245400  
● Falstaff: by Verdi. Conducted by Alberto Zedda and performed by the Teatro de la Zarzuela. Soloists include Bruno Praticò, Octavio Arzuola, Carlos Alvarez and Ilona Tokody; 8pm; May 4

### NEW YORK

JAZZ & BLUES  
Blue Note Tel: 1-212-475-8592  
● Maynard Ferguson & Bebop Nouveau; 9pm & 11.30pm; from May 7 to May 12

### PARIS

CONCERT  
Théâtre des Champs-Élysées  
Tel: 33-1 49 52 50 50  
● Jean-Claude Pennetier, Régie Pasquier and Roland Pidoux: the pianist, violinist and cellist perform works by Chopin and Rachmaninov; 11am; May 5

### DANCE

Théâtre de la Ville  
Tel: 33-1 42 74 22 77  
● Ballet Cullberg: perform the choreographies *Pointless pastures* and *She* and black by Mats Ek; 6.30pm; to May 4

### EXHIBITION

Musée Picasso  
Tel: 33-1 42 71 70 84  
● Les carnets de dessins de Picasso: exhibition of 58 sketch-books by Picasso from the museum's collection; to May 6

### OPERA

L'Opéra de Paris Bastille  
Tel: 33-1 44 73 13 99  
● *Manon Lescaut*: by Puccini.

Conducted by Sebastian Lang-Lessing and performed by the Opéra National de Paris. Soloists include Miriam Gauzi, Jean-Luc Chaignaud and Fabio Armiliato; 7.30pm; May 6, 10

### STOCKHOLM

OPERA  
Kungliga Teatern - Royal Swedish Opera House Tel: 46-8-7914300  
● Elektra: by R. Strauss. Conducted by S. Köhler and performed by the Royal Swedish Opera. Soloists include Gunilla Söderstrom, Lilla Andersson, Anita Solch and Ragnar Ulfung; 8pm; May 4

### SYDNEY

DANCE  
Drama Theatre, Opera Theatre, Playhouse Tel: 61-2-250-7127  
● *Momix Program 2 - Passion*: a choreography by Moses Pendleton, performed by the Sydney Dance Company; 7.30pm; May 4, 5 (5pm), 6, 7

### VIENNA

CONCERT  
Konzerthaus Tel: 43-1-7121211  
● Zoltán Kocsis: performance by the pianist, accompanied by soloists of the Budapest Festival Orchestra. The programme includes works by Webern, Kodály, Brahms, Bartók, and Von Dohnányi; 7.30pm; May 6

### OPERA

Wiener Staatsoper  
Tel: 43-1-41442960  
● *Ariadne auf Naxos*: by R. Strauss. Conducted by Horst Stein and performed by the Wiener

Staatsoper. Soloists include Ann Murray, Edita Gruberova and Gabriela Benackova-Cap; 7.30pm; May 4

● *Jerusalem*: by Verdi. Conducted by Michael Haefliger and performed by the Wiener Staatsoper. Soloists include Elvira Coelho, Marjorie Vanca, Keith Kania-Purdy and Ruben Broitman; 6pm; May 5, 6 (7pm)

### WASHINGTON

CONCERT  
Warner Theatre  
Tel: 1-202-783-4000  
● *Ladies of Note*: a benefit performance for the Whitman-Weiker Clinic, featuring Judy Collins, Roberta Flack, Melissa Manchester and Maureen McGovern; 7.30pm; May 4

### ZURICH

CONCERT  
Opernhaus Zürich  
Tel: 41-1-268 6666  
● Alban Berg Quartet: perform works by Mozart and Rihm; 6pm; May 6  
OPERA  
Opernhaus Zürich  
Tel: 41-1-268 6666  
● *Rigoletto*: by Verdi. Conducted by Oleg Caetani and performed by the Oper Zürich. Soloists include Nadine Asher, Rolf Haunstetter, Cheyenne Davidson and Martin Zysset; 7.30pm; May 4

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COMMENT & ANALYSIS



Philip Stephens Best offer to IRA

The Republic has outgrown the obsession with partition and Dublin and Belfast might as well be a 1,000 miles apart

In Dublin, optimism mingles with quiet desperation. Even now the IRA's bombers may be attaching detonators to slabs of Semtex in some squalid London bedsit. Two weeks ago they failed in their murderous art. It seems there was a technical hitch. A massive bomb planted under Hammermill Bridge somehow did not explode. Next time they are unlikely to make the same mistake.

Yet across the Irish sea John Bruton's government will not admit that the chance of peace in Northern Ireland has been lost. It demands, pleads for, one last push to bring Sinn Féin to the negotiating table. Gerry Adams must be given another chance to persuade his cronies in the IRA to reinstate their ceasefire. Forget the disintegration of the Conservative party. John Major could yet take his place in the history books as the prime minister who answered the Irish question.

Despite a bar on ministerial contacts, Irish officials are in daily contact with Mr Adams. He tells them apparently that the game is not lost. But before the IRA's hard men can be persuaded, he adds, they must have assurances that the negotiations will be real, and without further conditions. They suspect that Ulster's unionists will hold a gun to Mr Major's head by threatening to desert him in the Commons. Above all, the IRA must not be obliged to give up their arms in advance of a political agreement.

Dublin's reaction has been to press Mr Major to give the reassurances. Dick Spring, Mr Bruton's deputy, says that arms decommissioning, on which the last ceasefire founded, should be treated in parallel with, but separately from, the three-stranded political negotiations.

Mr Spring wants General John de Chastelain, the co-author with Senator George Mitchell of an independent international investigation of the arms issue, to oversee the talks on decommissioning.

Senator Mitchell might be brought in to chair the second strand of the political negotiations - that dealing with a closer relationship between north and south. That would leave the first strand, an internal political settlement, for discussion among the province's parties.

Ask Dublin politicians close up whether they really want to rule the mean streets of Belfast and Londonderry and they shudder in visible horror

The third strand, the relationship between London and Dublin, would be for settlement between the two governments. If Mr Major signed up to these arrangements, what further excuse could the terrorists have for not halting the violence? Even the dimmest Republican would surely realise that it would be self-defeating to forsake such an opportunity. As Mr Bruton intimated this week to a group of visiting British journalists, the IRA will never get a better offer.

Among Northern Ireland's unionists this is an approach that provokes revulsion and suspicion in equal measure. Revulsion at the thought that Sinn Féin might indeed succeed in bombing its way to the negotiating table. Suspicion that talks on these terms would mark another turn of the ratchet leading Ulster into a united Ireland.

You can understand why the unionists might think that. It is hard not to feel distinctly queasy at the thought that an organisation which has slaughtered so many innocents over so many years can get its way by planting a few more bombs in London. These people are not after all freedom fighters, denied access to the ballot box, left with violence as the only option in exercising the right of political expression.

It is obvious also that the British government has not been entirely candid about its dealings with the IRA. The London government opened clandestine contacts with Republican leaders when Margaret Thatcher was still in 10 Downing Street. Peter Brooke, the former Northern Ireland secretary, was addressing the IRA when he declared in 1980 that "the British government has no selfish, strategic or economic interest in Northern Ireland". Ever since, the twists, turns and contortions have been directed to that same end: to bring the terrorists in from the cold.

So it should be no surprise to hear the unionist leader

David Trimble declare that Dublin is up to its old tricks in demanding more concessions for the Republicans. In unionist eyes, Mr Major has sipped with the devil for too long. Mr Bruton's government is driven by the same ambition for Irish unity as each and every one of its predecessors. In its own way it is as fanatical as the IRA.

But this is where the unionists have it wrong. Their view of Dublin is as crudely outdated as the IRA's assessment of British intentions in Ulster. Of course, every Irish politician must still genuflect before the altar of eventual unity. But the Republic has outgrown the obsession with partition. Dublin and Belfast are 100 miles apart. It might as well be as 1,000.

The Republic is blossoming, culturally and economically. It is the beneficiary of an economic miracle which has seen growth averaging 5 per cent a year and inflation tamed. Active engagement in Europe has allowed the nation's political class to break out of the ghetto of Anglophobia. These people demand parity of esteem for their nationalist leanings across the border. But ask them close up whether they really want to rule the mean streets of Belfast and Londonderry and they shudder in visible horror.

Even if it could, Dublin would offer nothing to the nationalist minority in the north which deprived the unionists of a veto over constitutional change. The Republic wants peace not sovereignty. Thus, Mr Bruton acknowledges, Sinn Féin could never expect all-party talks to yield significantly more than that laid down in the Anglo-Irish framework document. In short, the Union is safe. But as long as the IRA wages war it will not be secure. To be a pure and principled unionist is to slam the door once and for all on Mr Adams and his terrorist cronies. To be self-interested might be to hold it ajar for another few weeks.

LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HL

We are keen to encourage letters from readers around the world. Letters may be typed on A4 paper (170 x 210 mm) please set text to "Just" font. e-mail: letters.editor@ft.com Translation may be available for letters written in the main international languages.

Achievements of Ukraine consultants hardly 'irrelevant'

From Mr Richard Ranken. Sir, We can't deny that International Finance Corporation consultants working in Ukraine are young (as mentioned in your article of April 18, "Consultancy blooms in Ukraine's sunnier climate"). Their achievements, however, can hardly be labelled "irrelevant".

Witness the fact that the Ukraine team has assisted in the privatisation of 6,000 small enterprises, has made significant headway in the privatisation of large enterprises, and has recently designed and implemented the first working model for privatisation of collective farms.

Richard Ranken, manager, Europe department, International Finance Corporation, 1818 H Street NW, Washington DC 20433, US

Evidence suggests that Russia is not responding to 'shock therapy'

From Professor John Sharp and Mr John Thrkell. Sir, Having just returned from visiting manufacturing plants in Russia, we would take issue with some of the comments of your editorial "A Sino-Russian exchange" and Professor Jeffrey Sachs' letter in your issue of April 24.

Our visit provided ample evidence that shock therapy has not worked. Most manufacturing companies were clearly affected by lack of working capital and uncertain and unstable tax regimes. Investment in new plant and technology is severely inhibited. Many manufacturers, especially in the non-basic consumption industries, are working at a fraction of capacity. Often they have not been able to pay their workers for months at a time.

Those plants working normally do seem to have shunned their workforces somewhat. Our impression is that productivity levels were, prior to the reforms, lower than in western plants using comparable technology, but that this is no longer the case. The inefficiency is due to a lack of advanced technology, which would mainly be imported from the west. Although there was a clear

need to expand some service sectors, such as retail distribution, expansion of the financial services sector seems disproportionate. In our view, the real need was to expand consumer goods industries at the expense of heavy industry. In fact, Russian consumer goods industries have declined as a result of an upsurge in imports. Among those we interviewed in manufacturing, Gennady Zyuganov, the Communist chief, is widely seen as offering Russia a chance to get back to work at pre-1992 levels. The easiest way of doing this is to revive those defence industries which have so far resisted conversion to non-military production. In that context, the visit of Boris Yeltsin, the president, to China suggests that the west may, through a lack of interest in developing Russian consumer goods manufacturing, be encouraging Russian policy that is inimical to western interests.

John Sharp, Canterbury Business School, John Thrkell, University of Kent at Canterbury, Canterbury, Kent, UK

Film is not for an elite

From Mr Douglas Finney. Sir, I was disappointed by Nigel Andrews' review of Richard III (April 25). He seems to come from the "I preferred the book" school, whereas what we want to know is whether the film is good, qua film, and worth the price of a ticket. It is evident, and he appears unwilling to admit, that a cracking good film has been produced, as confirmed by the reaction of my teenage companions who are clamouring for the original text.

When one spends \$25m on a film it is no use appealing to the elite to guarantee a return on capital. A tightrope between intellectual integrity and populism has to be walked. With intelligence, energy and sheer acting Sir Ian McKellen has triumphantly risen to the challenge.

Incidentally, soliloquy on the stage is a time-honoured convention. On the screen it is absurd; transforming a soliloquy into a dialogue with the audience works very well and is by no means a gimmick.

Douglas Finney, 34 Bolingbroke Grove, London SW11 6EL, UK

Important share listing for Daimler-Benz

From Dr R.H. Ellenrieder. Sir, Haig Simonian's article "British cars not up to the mark" (April 25/27) refers to the London Stock Exchange listing of Volkswagen as being "unique among German car makers". As a matter of fact, the shares of Daimler-Benz AG, one of Europe's largest industrial groups with Mercedes-Benz as its most important corporate unit, have been listed at the London Stock Exchange since December 1990.

So successful is this listing that the London trading volume in the Daimler-Benz shares, which, incidentally, are listed on a further eight stock exchanges around the world, continues to be the highest outside Germany. This emphasises the importance of London as one of the world's financial centres and Daimler-Benz's global orientation as regards capital markets and the internationalisation of its shareholder structure. For Mercedes-Benz, the importance of the British

market is reflected in registrations in 1995 of close to 33,000 passenger cars and more than 17,000 commercial vehicles. This makes Mercedes-Benz one of the leading quality car marques in the UK and the number one importer of commercial vehicles.

R.H. Ellenrieder, managing director, Daimler-Benz UK, The Economist Building, 25 St James's Street, London SW1A 1HA, UK

In, not out

From Mr Frank Blackaby. Sir, Your editorial "Expanding Nato eastwards" (May 2), advocating the eastward expansion of Nato is wrong. There are two obvious rules for a good security structure in Europe now the cold war is over. The first is that Russia should be in it, not outside it. The second is that it should not create a new dividing line in Europe.

Frank Blackaby, 9 Feniman Road, London SW8 1LD, UK

Pfizer forum Health Care Reform: The Challenge for Japan

Every developed country is struggling to control health care spending through a variety of regulatory approaches. The head of Pfizer's international businesses argues that, instead, fundamental changes in health care systems are needed to cope with medical advances and higher patient expectations; and that Japan may provide the new paradigm.

The end of the twentieth century coincides with the end of an era in health care. The day of the universal state-run health care systems - which date back to Bismarck's establishment of the German social insurance system - is drawing to a close. These systems were great social experiments - but in the age of rapid advances in health care technology, high demands for the new technologies, and worldwide fiscal constraints, they cannot be sustained without a level of rationing that is unacceptable to today's sophisticated, informed patient. Germany's sickness funds, America's Medicare and Medicaid programs, Canada's Medicare program - all are buckling under the inevitable fiscal strains of offering a superior good-health care - free or almost free at point of service.

Japan, too, is experiencing problems of this nature. To Japan's credit, its leaders have concluded that the only way to proceed is to undertake thorough, fundamental reforms. I for one believe Japan can devise an appropriate health care system for the twenty-first century - one that will "break the mold" rather than emulate the outmoded practices and principles that predominate elsewhere. But whether Japan will do so depends on which of two possible approaches Japan's policymakers choose.

Surveying the international scene, we see two potential directions for health care reform. One is a cost-driven model which seeks to impose decisions on the patients from above. Unfortunately, this has been a popular approach in the 1990s, as governments and private health care payers in the developed world focus on controlling spending.

A second direction, though, is toward a patient-driven model of health care, which gives patients both greater choices and greater responsibilities. In my view, this model should prevail - and probably will - because governments and private payers will find it difficult or impossible to deny patients access to first class medicine. A prime reason is the information technologies now available across the globe, which allow doctors and patients to learn of new treatments quickly, and to find out where they are available. And, through technologies such as telemedicine, world class medical therapy can now be delivered across borders.

When information, therapies and people can move freely, any attempt to ration health care is bound to fail. Unfortunately, such attempts continue, because governments fear higher health care spending, viewing it as a drain on their economies. This view is flawed. A distinguished Canadian physician, Dr Arnold Abernethy, noted recently that spending on computer technology has soared over the past decade - yet no one speaks of a computer crisis. This is because individuals - not governments - pay for their own computers. Spending on health care is regarded as a problem primarily because the spending comes out of the public purse or from third party payors, who regard innovation as a financial drain rather than a blessing.

Perhaps Japan can find a better way. A key may be to build on the distinctive strengths of the Japanese economy and the Japanese culture: long-term thinking, saving and investing, constant quality improvement. This brings us back to the analogy between the medical revolution and the computer revolution. In areas of technology other than health care, Japanese ingenuity and Japanese innovation have taken technologies once beyond the reach of ordinary people, and made them affordable and accessible to hundreds of millions around the globe. How many average persons do we see today with a mobile telephone, a laptop computer, or a home fax machine? Twenty years ago, it was inconceivable that these items would have been so widely available. A similar revolution can take place in health care. First, we must stop thinking of health care as simply a drain on the public purse and begin thinking of it as a productive area of the economy.

Second, we must use market forces to make the health care system better - not just cheaper. In a recent Pfizer Forum, Paul Bellen of the Centre for the New Europe argued that greater market freedom in health care benefits patients most of all, because in free markets "consumers have a real say. As they demand, choose and pay for a service, the service better be good and reasonably priced." This is the kind of market in which many Japanese industries have succeeded brilliantly. Quality products, reasonably priced, are the very hallmark of Japan's successful competitive strategy in the global marketplace. Is it too much to suggest that Japan is ideally suited to devise a similar approach to health care?

We have seen the earliest reform proposals from the Japanese government. While some, like premium pricing for innovative drugs, are promising, others, like the "repricing" of innovative medicines which achieve higher sales than expected, the "fat sum fee" or capitated

approach to reimbursement, and proposals to mandate generic pricing, suggest that old thinking holds sway. However, the Japanese government has been open to discussion and it is hoped that more creative approaches may prevail as reform proceeds.

The essential point for Japan, and all systems, is that patients must take greater responsibility for their own care, through cost-sharing of some kind. There are intriguing models to study, such as the Medical Savings Account, an idea originating in Singapore and present in experimental form in the U.S. Policy experts like Dr. Wilfried Prewé in Germany and Dr. Eamon Butler in the UK suggest similar experimentation in Europe - with government assistance for those who need it. This policy would lead to a patient-driven model of health care, which would reward citizens for saving and investing in their own health care, and give them greater choice and responsibility. It is an approach particularly well-suited to Japan - where saving and investing for the future have been a long tradition.

The health care system of the next century should be one in which we see continual quality improvements coupled with lower total costs and more choices for consumers - exactly what we expect, and get, in every area of technology except health care. We have to change that - and we can. There are certain givens: in every system, the goal must be a healthcare system that is market-driven, empowers patients, requires consumers to share the cost of care, values quality of care above all else, and fosters the appropriate use of medicine. Perhaps Japan can be first to reach this goal - if it is willing to try. The rest of the world will be watching.

Robert Nemeth is Executive Vice President of Pfizer Inc, responsible for Pfizer's International Pharmaceuticals and worldwide Hospital Products and Animal Health Groups.

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Europa - Anibal Cavaco Silva The numbers fail to add up

Emu should be based on sustainable stability, not strict compliance with the Maastricht criteria

Persistently high unemployment and weak growth have increased doubts over whether the European Union can proceed to economic and monetary union by January 1 1999, on the timetable set out in the Maastricht Treaty.

The debate on the subject has concentrated on capping fiscal deficits at 3 per cent of gross domestic product and public debt at 60 per cent of GDP, the convergence criteria for membership of the single currency. Most member states are facing serious difficulties in meeting these criteria by 1997, the year to be used in assessing which countries will join the monetary union.

Laying too much stress on the deficit level for 1997 may even be contrary to the principle of sustainability. It encourages the adoption of fiscal measures that have only a temporary effect on the deficit, or window dressing accounting procedures such as off-budget finance for public expenditure. In many countries, a sustainable reduction in the deficit requires structural changes, rather than tax increases or cuts in public investment. These include reforms in social security and health systems, privatisation of public services, an increase in charges for some services such as higher education and trunk roads, increased efficiency in tax administration and greater flexibility of the workforce.

When the public finances of EU member states come to be assessed, it should be the sustainability of public deficit reduction which is central, not exact compliance with the



Anibal Cavaco Silva: Emu is a political step of utmost importance

the viability of monetary union is the sustainability of deficit reduction measures - a judgment on whether fiscal policies are generating durable results. The public finances of a country with a deficit in excess of 3 per cent of GDP may be in a better state than one with a lower deficit which cannot sustain that level.

Such a policy of "sound flexibility" - which is allowed under the Maastricht Treaty - does not create additional risks for the single currency. The "excessive deficit procedure" in the treaty will exert heavy pressure on countries to adopt sound economic policies. And monetary union is itself a powerful integration mechanism which will inevitably favour convergence in inflation and interest rates. In compensation for flexibility at the start of the single currency, there may be a case for some additional rules to prevent irresponsible fiscal policies after monetary union. The Council and the Commission should rapidly announce that the assessment of which countries will join the single currency will not only check deficit and debt ratio levels but will also analyse the sustainability of public

finances - and lay more emphasis on the latter. At the same time, they should encourage member states to adopt policies that will ensure the sustainability of deficit reduction. They should also use EU institutions to support measures at national and European level to reduce structural unemployment.

Adopting such a sound flexible position would ensure that monetary union does not have to be postponed, or launched with only a few members - either of which would weaken opponents of further European integration.

Postponement would be very costly in terms of the credibility of European integration and give support to the idea that monetary union can be halted. It would also promote further instability on the financial and foreign exchange markets and push up interest rates.

The markets would see it as leading to a relaxation in financial discipline and an easing in the structural reforms needed to improve the competitiveness and growth of the European economy. Countries with weaker currencies would suffer most by any loss of credibility in monetary policy - and thus lose most in terms of growth and employment.

If only a few countries, its benefits would be reduced and divisions opened between those that were in the single currency and those outside it. Those countries not in the monetary union from the start will find increasing difficulty in meeting the conditions for membership as they will face higher interest rates and more volatile exchange rates.

Monetary union is a political step of the utmost importance for the future of Europe and must be envisaged as such by European leaders. It would be wrong to make the decision over membership depend on the economic situation or a technocratic analysis of percentages, some of which have little relevance to a single currency. The final decision on which countries qualify for monetary union in 1999 cannot but include a significant political component, which no European leader can avoid.

The author was prime minister of Portugal for 10 years until October 1985, and is now consultant to the Bank of Portugal

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COMMENT & ANALYSIS

FINANCIAL TIMES

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Friday May 3 1996

# Asia's bank and Uncle Sam

In failing to make up its arrears to the dwindling soft loan fund of the Asian Development Bank, the US is again behaving badly towards an international organisation of which it is a member.

Especially when it claims a large say in the policies of such an organisation, the US should be prepared to fulfil the financial obligations of membership. As with the UN and the World Bank, to which it has a long history of arrears, it is instead blithely ignoring them.

That stance may make pragmatic sense within the narrow confines of Washington politics, but it damages the broader standing of the US in the world. In the case of the ADB, Washington is going a step further by seeking to impose the view that China and India, two large but very poor countries, should not be eligible for soft loans because both are able to borrow in the private capital markets.

The argument mirrors that under way with regard to the World Bank's soft loan facility. The view in the region is that private capital is not available to India or China in unlimited quantities. Living standards in both countries are low. Both confront large tracts of poverty. The US is in a poor position to push its views when it is failing to live up to its obligations.

Moreover, the ADB's soft-loan window is not the only part of the bank's operation which the US

claims a right to influence. Largely as a result of lobbying by the more radical fringe of the US development movement, the ADB has set strict targets for the proportion of lending which is to be directed to poverty alleviation and the environment at the expense of financing infrastructure.

This is unsatisfactory for several reasons. It is as hard to define what is meant by poverty alleviation as it is to measure the return that comes from lending for such a purpose. The bank may end up devoting too much of its resources to compensating for existing poverty rather than paving the way for future prosperity. China and Malaysia complained at this week's ADB meeting that rigid lending targets distorted the bank's operations.

Asian members are right to complain at US attempts to impose unnecessary restrictions on its lending decisions. The US is a large shareholder but its voting rights in the ADB's ordinary capital are only 8 per cent, somewhat less than China and Malaysia combined.

The ADB's advantage, as its Asian members grow economically, may be an ability to contribute original Asian solutions to development problems. This may well involve the bank tailoring its soft loan programme to the needs of different countries. It does not need to know to a country outside the region which is shirking its financial commitments.

# Power bids

Just when calm seemed about to descend on the UK electricity market, the government has disturbed it again. Mr Ian Lang, trade and industry secretary, has reminded investors that the government still holds "golden shares" in PowerGen and National Power, the two large generators. In one sense, the statement is uncontroversial, since it simply reaffirms the existing situation. But the announcement, which suggests that the government wants to block takeovers in generation, raises more troubling questions about the government's approach to competition in the industry.

The statement comes just a week after Mr Lang blocked takeover bids by the two generators for regional distributors, against the recommendations of the Monopolies and Mergers Commission. To some industry commentators that appeared to leave the way open for Southern Company, a US generator, to bid for National Power, as it had been considering. Such speculation was dampened by yesterday's announcement that the government would maintain its policy on special shares in the light of possible bids for generators. The special shares, put in place at privatisation, prevent shareholders from acquiring more than 15 per cent of the generators without government permission. The implication of the statement is that ministers would, for the moment, cast a cold eye on bids. The insertion of such a provision at privatisation has been helpful in providing stability in an

industry undergoing radical structural change. But the government's stated reasons for retaining the shares are curious.

First, it asserts that the shares are needed because the generating market is not yet fully competitive. However, a change of ownership would have no effect on competition, unless the bidder already owned generation or distribution capacity. If that were the case, questions of competition could be addressed adequately by the commission and Mr Lang himself. For example, Southern Company already owns Sweb, a distributor in the south-west; the commission and Mr Lang would have considered whether it should divest that business if it bid for a generator.

Some might regard yesterday's statement as helpful in that it would discourage such bids and hence reduce the likelihood of further lengthy commission inquiries. But there must be a suspicion that the political sensitivity over foreign takeovers of large UK companies played at least a part. The second questionable aspect of the statement is the assertion that when the government eventually considers redeeming the shares, it will do so "after consultation with the companies". Why should it do so? And in doing so, why should it expect a management to support the lifting of the protective shield?

The government has partly clarified its response to any bids. But deeper issues of policy towards mergers and competition have also been thoroughly muddled.

# An African lesson

The successful privatisation and flotation of Kenya Airways provides an object lesson for Africa. Over the past three years the country's loss-making state-owned airline has been turned into a profitable operation which last attracted a foreign partner. Last year the Dutch national carrier KLM took a 26 per cent stake, providing not only capital, but much-needed access to management and marketing skills. Now the airline has been floated on the Kenyan and London markets. This is an example from which other African countries should learn.

Kenya has demonstrated that in an appropriate economic environment inefficient, loss-making public corporations can be turned into successful ventures, capable of attracting foreign partners. Among the countries that need to take note are South Africa, where the government seems to be dragging its heels over the future of Telkom, the state-owned telecommunications giant, and Zambia, which has been painfully slow in privatising the copper mines it nationalised in the early 1970s.

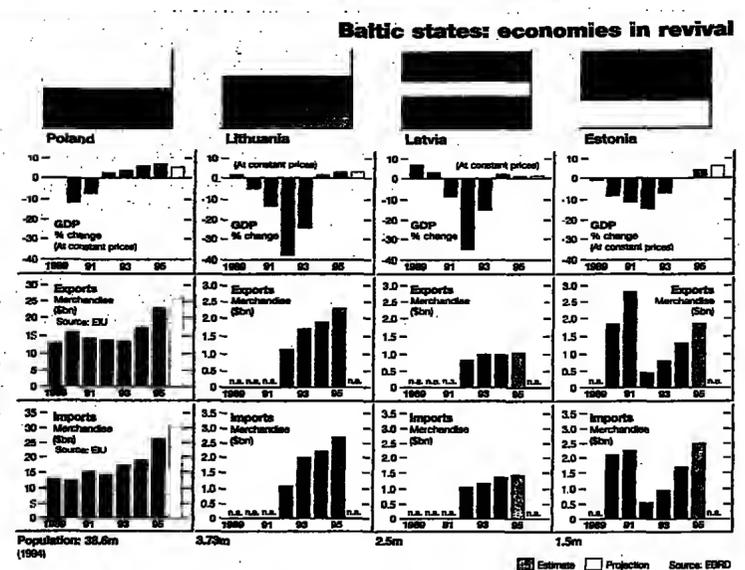
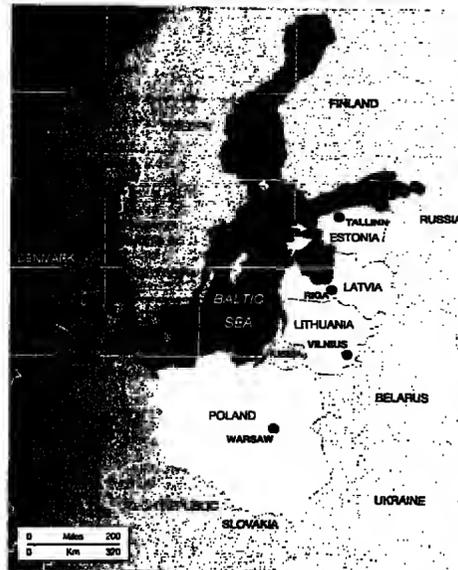
Aid without private investment is not enough to rescue Africa from its economic crisis. As a recent UNCTAD study pointed out, while foreign direct investment inflows to all developing countries more than doubled between 1986-90 and 1991-94, those to Africa hardly increased, staying at about \$3bn a year. Of this, oil-producing countries accounted for about two-

thirds. As a result Africa's share in the developing countries' total foreign investment declined from over 11 per cent to 6 per cent, leaving the continent marginalised in an increasingly globalised world economy.

Yet, on closer examination, the picture is not as bleak as it may appear. In most years between 1980 and 1993 the rate of return in Africa was considerably higher than that in Latin America and than the average for all developing countries. Of course, the return on investment must be higher to reflect the perceived higher risk. Africa still has an image as a continent beset by debt, disease and disasters, natural and manmade. Moreover, while most African governments have embarked on reform programmes, implementation has often been half-hearted.

Another burden is the weak state of the region's financial services sector, coupled with a poor telecommunications system. Yet both these problems are but symptoms of a basic policy shortcoming - the slow pace of privatisation. As a result, there have been fewer investment opportunities.

Africa is lagging behind the rest of the world. But the success of the Kenya Airways flotation, and such examples as the privatisation of Ghana's Ashanti Goldfields, show that thriving concerns can emerge from enterprises stifled by state ownership in the early years after independence.



# Prosperity without security

The Baltic region has enjoyed an economic revival since the cold war ended but a shadow lingers, say Hugh Carnegy and Matthew Kaminski

With the spring thaw breaking up the ice on the Baltic Sea, 12 European heads of government meet today on the Swedish island of Gotland to celebrate the Baltic region's rebirth after the end of the cold war. Democracy has been thriving since the disintegration of the Soviet Union, and trade and investment are rising.

"No region has been affected so positively by the end of the cold war as the Baltic," says one senior Swedish official.

But the leaders meeting at the old port of Visby know that the shadow of the cold war has not been entirely lifted. Russia's opposition to the desire of the Baltic states - Estonia, Latvia and Lithuania - to join Nato has left the future of the region's military alliances hanging in the air and added a menacing note of uncertainty to an otherwise positive outlook.

The conference will include Mr Victor Chernomyrdin, prime minister of Russia, Mr Helmut Kohl, the German chancellor, and the leaders of Poland, Denmark, Finland, Norway, Sweden and Iceland, as well as representatives of the European Union. But perhaps the proudest participants will be the prime ministers of Estonia, Latvia and Lithuania - countries which until 1991 were locked into the Soviet Union.

The summit will seek to emphasise the gains - rather than the risks - for the region following the collapse of the Soviet regime. It will concentrate on the resurgence of democracy in Russia, Poland and the Baltic states, on trade, and on so-called "soft security" issues such as projects for improving the environment around the Baltic.

The region has certainly been transformed. The "ice curtain" in the eastern Baltic, which ran up Finland's long border with Russia to the Arctic Sea, froze relations in a sea basin which for centuries had been an important centre of European trade.

Now Germany is reunited, Poland is free of Moscow's influence, and Estonia, Latvia and Lithuania are

fully independent nations for the first time since they were swallowed by the Soviet Union after a brief spell of freedom in the inter-war years.

In 1994, the Baltic states - strongly supported by Sweden and the western powers - won landmark agreements on the withdrawal of Russian troops from their territories. There are still tensions with Moscow, especially over the conditions for the large number of ethnic Russians in Estonia and Latvia, many of whom are denied the vote by tough citizenship laws. But the independence of the three countries has been strengthened.

Like Poland, the Baltic states have embraced market reforms and now lead all the other former Soviet republics in economic development. They are benefiting from investment flows from Germany and their Nordic neighbours. The states have followed Poland in winning associate membership of the EU and are pressing hard for inclusion in the next round of EU membership enlargement. Estonia, economically the most successful of the three, is the most promising candidate.

The collapse of the Soviet Union and the east-west confrontation was a big factor in convincing Finland and Sweden that they could join the EU last year without compromising their neutrality.

As the summit will emphasise, the opening-up of the Baltic basin has sparked hopes of a big trade revival in the region. St Petersburg, with its 10m population at the eastern end of the Gulf of Finland, is seen as an enormous potential market by Russia's Baltic neighbours and provides an incentive to build relations with Moscow.

The summit will ring with echoes of the Hanseatic League, the Baltic-based block of trading towns which wielded strong political influence in Europe in the Middle Ages.

But lurking behind the optimism that Sweden is determined will infuse the summit lies the problem of regional security. It is the most important unresolved issue in the Baltic left over from the cold war, with deep ramifications for

both Moscow and Washington. The heart of the issue is the desire of Poland and the Baltic states for Nato membership to guarantee their independence. Moscow is strongly resisting Nato enlargement, but is especially opposed to the notion of Nato membership for Estonia, Latvia and Lithuania, which until five years ago were an integral part of the Soviet military infrastructure.

A loud voice proclaiming Moscow's view has been the Russian ambassador in Finland, Mr Yuri Deryabin. In an interview last week with a Finnish newspaper, he said: "No matter what [the Baltic countries] say, can you imagine a situation where Russia would have an organisation like Nato on its border? Obviously protecting Russia's security interests would then come into play. Some kind of corresponding measures would have to be taken."

The special sensitivity for Russia of the Baltic states makes the

enlargement more awkward for the western powers. Mr Javier Solana, the Nato secretary-general, told the states on a recent visit that the western alliance would not neglect their security concerns or close the door to their eventual membership.

But there is no suggestion that any of the three will be among the first candidates for Nato's enlargement. This in turn worries the Baltic states. They fear they will be consigned to a kind of no-man's land where they are de facto regarded as being within Moscow's sphere of military influence. "To bring in some countries and ignore others might create a dangerous grey zone and reduce security across the region," says Mr Albinas Januska, Lithuania's deputy foreign minister.

Complicating the equation is the position of Sweden and Finland. Both countries have given strong political and economic backing to the Baltic states. But both are still neutral - as they were throughout

the cold war - and continue to be nervous about their neighbours' determination to join Nato.

A solution canvassed by Mr Douglas Hurd, the former UK foreign secretary, is for the creation of a Baltic security sub-zone - a proposal winning support behind the scenes from the Russians and the Germans. Separate from both Nato and alliance, this would create a security alliance including Estonia, Latvia and Lithuania, in which Sweden and Finland would take the lead.

But none of the prospective members of this group is interested. It was ruled out at a meeting last week in Helsinki by Mr Paavo Lipponen and Mr Göran Persson, the Finnish and Swedish prime ministers. "Any military guarantees on our parts to the Baltic states are out of the question," Mr Lipponen said.

Nor do the three Baltic states want them. They insist they need a Nato tie that is stronger than their present membership of the alliance's Partnership for Peace programme, which offers co-operation without security guarantees.

"The overall responsibility for security cannot be shifted from the US and Germany to Sweden and Finland," says Mr Juri Luik, the former Estonian foreign minister. "If Nato enlargement takes place and the Baltic states are not in, then it would be very important to find ways to indicate that the Baltics are close to Nato."

The summiters in Visby can skirt round these issues safe in the knowledge that nobody wants to confront them fully until after the Russian and US presidential elections later this year. In the meantime, Sweden and Finland will lobby hard for the Baltic states to be pushed up the priority list for inclusion in the EU's enlargement - on a par with Poland.

That is a vital goal for the three countries, but it will not satisfy them. Their deep-seated worry is that they will be left in a limbo in the new Baltic. "It is a unique chance in our history to become part of Europe," says Lithuania's Mr Januska. "But we fear the west might sell us out again."

# After the Soviet Union

- **Estonia** The smallest Baltic state, two-thirds of its population of 1.5m are ethnic Estonians; the rest of Slavic origin. Of the former Soviet republics, Estonia moved fastest to shed the communist legacy - it was the first to introduce its own currency, which it pegged to the DM-Mark. Expected growth of some 6 per cent this year will bring it close to the levels of output before it abandoned the command economy and lost its Russian markets.
- **Latvia** Once the region's financial and industrial centre, its cities are predominantly Russian - non-Latvians make up 48 per cent of the 2.6m population. Despite a serious financial crisis last year, banking remains the backbone of an economy which has liberalised on capital movements. German, Swedish and Russian merchants are again converging on the country as a centre for trade between Russia and the west.
- **Lithuania** A nation with a rich independent history, its ethnic purity - 80 per cent of its 3.7m people are Lithuanians - has reduced scope for conflict with Moscow. Former Communist boss power in 1993 and introduced a new, strong currency and historic inflation. A return to growth has been offset this year by an expensive banking strike-out. Spurred by the heavy industrialisation of the Soviet era, its economy is largely agricultural.
- **Kaunas** This region straddles the former Prussian city of Königsberg was annexed by Stalin 50 years ago. Now the widest Soviet military outpost, its Russian leaders want Kaunas to be an export trade centre. The army elite opposes reducing the large military presence - estimated at 200,000 soldiers in a population of 900,000 - inflated by the presence of divisions withdrawn from central Europe and the Baltic states.

# OBSERVER

## Wes cooling off - period

Starbucks coffee may have conquered America from Seattle, but there must be something else in the air and water which is giving the Pacific north-west, east of the Cascade mountains and stretching into Montana, a bad name. Not only is it the preferred habitat of militias, freemen and the Unabomber - now it has Wes Cooley to ponder.

He is the 63-year-old freshman Republican congressman from eastern Oregon, hitherto best known for his ferocious assault on environmental regulations. He seems not to like laws of any form, which is the largest of his problems. The charge is that his wife, whom he may have married in the mid-1980s, continued to receive a military widow's pension for another 10 years. That's specifically proscribed, as any member of the veteran's affairs committee - where Cooley sits - should be aware.

The circumstances of his marriage are mysterious, mostly because, unusually, the records are sealed in a California courthouse. But the Cooleys did recently stage a renewal of their wedding vows, on what was assumed to be their 10th anniversary. His campaign literature always boasted of a wife. But he also boasted that he served in the Korean war (which

## Silence Goldman?

David Woods' ability to translate into plain language the intricacies of the Uruguay Round earned him the gratitude of hacks the world over.

But the World Trade Organisation's mouthpiece has obviously decided it's time to look to his own balance of trade. The 49-year-old Brit is joining his erstwhile boss, Peter Sutherland - now chairman of Goldman Sachs International - as the investment bank's first in-house PR lackey in London.

After 13 years in Geneva, Woods deserves a rest from squabbling WTO (and previously Gatt) ambassadors, who have even thwarted the creation of a logo for the new organisation. Meanwhile,

## Kime's home run

Admiral Bill Kime might have relinquished his job as head of the US coastguard, but he's still empire-building. Now executive chairman of Intercoastal Ugland Management Corporation, the ship-owning and management group, Kime is still making waves, now in the world of ship management.

A year ago Ugland International Holdings, the parent company, linked up with Totem Resources Corporation, the Seattle-based liner operator and owner of one of the US's largest tug and barge groups.

Now Ugland and TRC have even formed together, with the formation of a single ship management group to manage the 43 vessels - including ro-ro's, tankers and reefers - of their jointly owned businesses. With the group now spread across operations in the US, UK and Norway, Kime says he feels like home in an airport lounge. "I've done more than 100,000 miles since the start of this year."

Kime, now 61, hit US headlines in 1993 when he was the figure

## Sign of the times

Oh the marvels of German industry - straining every widgeon to keep ahead in the global cut and thrust of the 1990s.

In the course of this noble endeavour, Bayer, the chemicals giant, yesterday announced that as many as 10,000 of its employees would now be authorised to act as sole signatories to letters - instead of having to go to the trouble of securing a second signature on everything they sent out, down to the last invitation to an annual meeting.

The company trumpeted the advantages of this spiffing new system, with Manfred Schneider, Bayer's chief executive, reckoning it would give employees "more responsibility and motivation". You don't kid us. If Tony O'Reilly can save millions by changing the label on baked beans cans, who knows what Schneider can save by reducing writing time?

# Financial Times

## 100 years ago

Debate in the Reichstag today, Herr Meyer, member for Danzig, interpellated the Government on the subject of the conversion of the German Imperial Loans. Count Posadowski, Secretary for the Treasury, replied that it could not be the intention of the Government to depress the general rate of interest, nor could the Government think of grasping at every opportunity - perhaps only a fleeting one - for converting the debt. The consequences of conversion would be that their good German money would go abroad, and that doubtful foreign paper would come over in its place. (Reuter).

France's pet colony The short-sighted and selfish policy of France in commercial matters has become almost proverbial, and numerous instances of it are given in Mr Lambert Playfair's report on the trade of Algeria. The French authorities are doing their best to stifle the commerce of this, their pet colony, and their special animosity appears to be directed against British enterprise. Wherever the Republic extends its dominion, there general commerce is handicapped, with the mistaken notion of keeping the trade in native hands.

**LEGAL DEFINITIONS**  
 estate n. 1 large four wheeled container for children, dogs, green vehicles etc (usu. Volvo, Mercedes etc)  
 2 person's collective assets and liabilities 3 landed property. see ROWE & MANN LLP (ph 0171-565 4282)

**Rowe & Mann**  
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# FINANCIAL TIMES

Friday May 3 1996

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Chance of qualifying for Emu queried by OECD

## Paris plans to cut public spending in real terms

By David Buchan in Paris

The French government is planning to cut overall public spending in real terms next year in a bid to reduce its deficit sufficiently so that France can qualify for European Monetary Union. The plan emerged as the Organisation for Economic Co-operation and Development said that both France and Germany would fail next year to meet one of the criteria for participation in the proposed European single currency - a budget deficit of no more than 3 per cent of gross domestic product.

Mr Jean Claude Paye, secretary-general, said yesterday that OECD projections for both countries "yield a public deficit figure of more than 3 per cent", though he said the forecasts had been made before last week's announcement by Germany of a DM50bn (\$32.5bn) austerity plan.

The French government yesterday insisted that it was adhering to its goal of a budget deficit

within the criterion, as Mr Alain Juppé, the prime minister, yesterday launched a drive to cut spending, shed wasteful government programmes and trim civil service numbers.

Summoning all his ministers to a special meeting on the 1997 budget preparations, he asked them to throw themselves into the struggle to find enough savings to reduce this year's planned deficit of FF288bn (\$66bn) to below FF250bn next year.

Seeking an early show of parliamentary support for his measures, Mr Juppé has scheduled a National Assembly debate on next year's budget for May 14-15. He plans to involve himself personally in budget discussions for much of the summer.

Having ruled out any further increases in taxes, which rose substantially in the past year, Mr Juppé has now committed himself to keeping public spending in 1997 at the same level in current terms as this year. This commit-

ment implies a real cut of around 2 per cent though the government will not comment on reports that it is aiming to prune spending by FF40bn-FF60bn next year.

In addition to warning that all ministries will have to take cuts Mr Juppé is also prepared to prune those housing and job subsidies which seem to be having little effect.

These subsidies have been a major part of government policy to stimulate the economy and create jobs, but the government now seems to be relying more on budget deficit cuts feeding through to interest rate reductions in order to boost activity.

Mr Juppé is understood to believe that it might be a political mistake to repeat next year the partial wage freeze he has imposed on French civil servants this year. However, he appears prepared to tackle the issue of reducing the country's civil service.

## Rapid growth in US GDP

Continued from Page 1

said Mr Edward McKelvey, a senior economist at Goldman Sachs in New York.

Few analysts expect the central bank to raise short-term rates as soon as its policy meeting later this month. But a tightening in July is seen as possible if growth appears to be running above 2.5 per cent, which the Fed regards as the economy's long-run potential.

Traders were yesterday preparing themselves for today's crucial report on job growth in April. A large increase in payroll employment would reinforce expectations of faster economic growth and raise the likelihood of a tightening of monetary policy.

## BT and C&W

Continued from Page 1

new opportunities for an alliance. Mr Olsen blamed the breakdown of the talks on a "fruit salad of reasons", but observers close to the prospective deal said price, the potential regulatory climate in the UK and the likely attitude of the Chinese government were the most important.

It is thought the two sides started the talks in the expectation that a suitable price could be agreed, but in the end BT was not prepared to accept C&W's valuation.

Though the news came after the London stock market had closed, both companies' stock tumbled in New York. In mid-session, C&W's American Depositary receipts were \$21 1/4, down 1 1/4%; BT ADRs were \$51 1/4, down \$3 1/4.

## Matsushita enters Japan's domestic telecoms market

By Michio Nakamoto in Tokyo

Matsushita, Japan's largest consumer electronics maker, is set to become the first big Japanese company to take advantage of government deregulation measures and enter the domestic telecoms market by providing long-distance telephone and network services.

Matsushita said it planned to connect its own private leased lines, which link about 500 of its subsidiaries and affiliates throughout Japan, to public telecoms networks and provide low-cost telecoms services to the general public as early as next year.

The plan would make Matsushita the first Japanese company to take advantage of the government's decision to allow private leased lines to be connected at both ends to public networks by the end of next year.

Toyota, the carmaker, also has plans to provide telecoms and network services using private leased lines to group companies, although it hopes eventually to expand services to the public.

Matsushita's move is expected to pave the way for other companies to offer similar services, injecting further competition into Japan's domestic telecoms market, which is dominated by NTT, the former monopoly.

The high market share that NTT still commands has been blamed for keeping telecoms prices high and for delaying the introduction of new services. The decision by Matsushita

also highlights the growing importance of telecoms businesses for consumer electronics companies as spending on home leisure activities in the world's main economies shifts from audiovisual equipment to personal computers.

In addition to voice telephony, Matsushita aims to provide network services, such as Internet and other multimedia services. "Our end goal [with this project] is to create a communications network that links individuals and this is just a first step towards that," it said.

The company, which last year sold its majority shareholding in MCA, the US entertainment group, hopes to reduce its dependence on sales of consumer electronics hardware, which have been hit by falling prices and saturated markets. Last month Matsushita and IBM agreed to join efforts in developing and marketing network services.

In its latest venture, Matsushita will connect its private network, which runs from Sapporo in the north to Fukuoka in the south, to about 40 points along NTT's local network. Callers will dial an access number that would link their phone line to Matsushita's private leased line.

The system will use an adaptor developed by Matsushita to route the call along the cheapest public network. By using this system, Matsushita hopes to provide long distance services at a discount compared with NTT and long-distance competitors.

## CSFB accuses EU on aid for eastern Europe

By Nicholas Denton in London

CS First Boston, the investment banking arm of CS Holding, has accused the European Union of "discrimination" in the allocation of aid money from the Phare programme for eastern Europe.

In a letter to Sir Leon Brittan, the EU chief trade negotiator, CSFB complained it was being excluded from a privatisation tender financed by Phare because two executives on its team were not EU nationals.

CSFB said the EU should recognise that most investment banks were international institutions with a diverse staff. EU officials pointed out that nearly all EU aid is tied aid. Under EU financial regulations, all companies tendering for aid or assistance contracts must be registered in the EU or in beneficiary countries. "There are moves afoot to untie aid, but the idea is still in its infancy," an EU diplomat said.

Officials added that several contracts also have written into them an exclusion clause stipulating that individuals as well as consultancies must be from an EU member state or from one of the beneficiaries.

CSFB said it interpreted the clause in the Hungarian tender as referring solely to companies and not to individuals.

The Phare programme, under which the EU disbursed Ecu1.12bn (\$1.37bn) last year, is used to help countries in central and eastern Europe prepare for accession to the EU. The complaint arose over Phare's conditions for funding of Ecu1.1m in fees for investment bankers advising on the privatisation of Magyar Hitelek, Hungary's largest commercial bank.

Although CSFB's worldwide headquarters is in New York and its ownership Swiss, the European operations are incorporated in the UK, so it qualifies as an EU firm. But in its team CSFB included Mr David Mulford and Mr Ian Molson, the chairman and co-head of investment banking for European operations.

Phare has disqualified CSFB because Mr Mulford, a former US Treasury undersecretary, is a US citizen, and Mr Molson is Canadian.

Although formal letters have not gone out to the bidders, Budapest investment bankers expect the privatisation mandate to go to Barclays de Zoete Wedd, the investment banking division of Barclays Bank of the UK.

Mr Mulford, in a letter sent last week to Sir Leon Brittan and obtained by the Financial Times, sharply criticised EU policy. "I find it extraordinary that we should be subjected to this test in the first place since we are a multinational firm comprising many nationalities, as indeed is the case for every leading international investment bank."

THE LEX COLUMN

## Broken engagement

Both British Telecommunications and Cable and Wireless have been damaged by the breakdown of their merger talks. But there is little doubt that C&W's wounds are deeper. Not only have the discussions taken their toll on morale, especially at its UK arm, Mercury Communications, which would have been sold had the talks succeeded, but C&W is now drifting without a strategy.

If C&W's new chief executive is really top-notch, he may be able to restore morale. But finding a way out of the strategic bind will be harder. C&W's loose collection of operations around the world - dubbed the "federation" by its previous chief executive - does not add up to a convincing strategy. Such a collection would, however, have made a neat fit for BT, AT&T or Deutsche Telekom, all of which are aiming to create global supercarriers. Through the logic of such a tie-up remains, C&W could hardly embark on another series of complex and disruptive discussions in the near term. Since C&W is well protected against hostile bids, the premium in its share price will evaporate.

BT has less to lose from the merger's collapse, but that does not mean it has got off scot-free. Not only has it lost the opportunity to leap ahead of its rivals in the race to form global supercarriers but it has to face the unpleasant fact that the lion's share of its business will continue to be UK-based and regulated. With BT's regulator, Ofcom, looking to cut its operating cash flow by £1.2bn (\$1.6bn) a year, the medium-term earnings prospects are grim. Longer term, its international strategy may bear fruit. But the only short-term earnings fix would be to give its shareholders the 56bn cash it was planning to spend out as part of the C&W merger. SKI, even that should wait until Ofcom has finalised its plans. If BT moves too soon, the regulator could tighten the screws another notch.

### Unilever/Nestlé

Change was in the air for Europe's food manufacturers yesterday, with both Unilever and Nestlé announcing sparkling sets of figures. Both stocks had underperformed their respective markets by about 20 per cent since 1995, but they appear to be back on a recovery track.

In the case of Unilever, the boost carries a slightly hollow ring to it. The recovery in the US was the result of a one-off rebuilding of Lipton drink stocks by retailers. Meanwhile the mature Japanese and Australian markets have taken some of the shine off



FT-SE Eurotrack 200: 1724.0 (-4.2)  
 UK telecommunications

that PowerGen might get away without disposing some of its power stations to Hanson now look distinctly unrealistic. But this begs another question: how far Hanson should be allowed to build up generating capacity. The government's position on this badly needs to be made clear. So does its view on combining more than one regional electricity company (rec); this is, after all, an obvious fallback for Southern Company of the US which was stalking National Power.

The market did jump to one optimistic conclusion: if US bidders cannot go for generators, bids for recs are now more likely. Well, maybe. But the constant shocks to this sector and the government's fondness for leaving so many big questions unanswered must be a deterrent to foreign investors. In its protectionist mode, the government may not regret that. But it should not be surprised if US investors take a snifty view when it tries to persuade them to buy nuclear shares.

### Tracy the sheep

It may seem a lot of money to pay £100m for a sheep or even a flock of them. But Tracy the sheep and her brood are no ordinary herbivores; and PPL Therapeutics, Tracy's Scottish owner which is aiming for a £100m stock market flotation, is extraordinary even by the wacky standards of the world of biotechnology.

PPL is one of only three companies in the world breeding genetically modified (transgenic) animals for their milk. By injecting them with human gene fragments, these animals can be made to produce human proteins - and in particular proteins whose deficiency causes disease. PPL's sheep already make nine proteins connected with cystic fibrosis, haemophilia, heart attack and stroke.

Genetic engineering conjures up negative images, but the idea is not new. Eli Lilly of the US makes a fortune producing human insulin from transgenic bacteria. Others use mice. The advantage of sheep is that they can produce more complex proteins in higher concentrations. They are also a lot easier to milk. PPL's products should gain rapid market acceptance since they are natural and, once the herd is established, costs are minimal.

That said, the company will not launch its first product until 2001. Positive cash flow and profits will take even longer. But given the enthusiasm for biotechnology stocks, that should not present a problem for the float.

Additional Lex comment on Kwik Save, Page 21

**FT WEATHER GUIDE**

**Europe today**  
 A north-easterly flow will bring cool and moist conditions to western Europe. Afternoon temperatures in the UK will approach 10C while in the western parts of the continent maximums will be around 15C. Cloud and showers will occur in the British Isles and the Benelux, western Germany and most of France. Southern Scandinavia and western Russia will also have cloud and rain. There will be thunder showers over the Balkans. Eastern Europe will stay dry and warm with afternoon temperatures exceeding 20C. Sunshine will prevail over the eastern Mediterranean but a few thunder showers will occur in south-eastern Turkey.

**Five-day forecast**  
 There will be showers over the interior of the continent and western Russia. The British Isles will stay mainly dry with sunny spells during the weekend. Later in the week a disturbance will produce cloud and rain in north-western France, the Benelux and southern UK. South-eastern Europe will remain warm with plenty of sunshine until showers arrive at the beginning of next week.

**TODAY'S TEMPERATURES**

Moscow	sun	18	Paris	sun	15	London	sun	14	Madrid	sun	17	Rangoon	sun	26
Beijing	sun	28	Cairo	sun	28	Frankfurt	sun	16	Melbourne	sun	18	Reykjavik	drizzle	7
Bombay	sun	33	Delhi	sun	33	Geneva	sun	14	Malta	sun	23	Rio	sun	29
Buenos Aires	sun	24	Dubai	sun	33	Glasgow	sun	17	Manchester	sun	18	Rome	sun	20
Calcutta	sun	33	Hong Kong	sun	27	Chicago	sun	17	Montreal	sun	18	Sao Paulo	sun	20
Canton	sun	33	Kobe	sun	22	Colombo	sun	28	Newcastle	sun	17	Singapore	sun	25
Chengde	sun	22	Osaka	sun	22	Doha	sun	35	Norwich	sun	17	Sydney	sun	21
Chongqing	sun	22	Perth	sun	22	Dublin	sun	14	Sheffield	sun	18	Taipei	sun	23
Chongqing	sun	22	Wellington	sun	18	Edinburgh	sun	14	Winnipeg	sun	22	Tokyo	sun	23
Chongqing	sun	22	Xi'an	sun	22	London	sun	14	Zurich	sun	18	Yokohama	sun	23
Chongqing	sun	22	Yokohama	sun	23	Oslo	sun	11	Amsterdam	sun	18	Brussels	sun	18
Chongqing	sun	22	Brussels	sun	18	Vienna	sun	18	Stockholm	sun	18	Geneva	sun	18
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FINANCIAL TIMES

# COMPANIES & MARKETS

**HENRY BUTCHER**  
International Property & Plant Consultants  
0171 405 8411

Friday May 3 1996

### IN BRIEF

#### France poised to announce AGF sale

The French government is set to test the appetite of international investors for French privatisations with the sale of its 66.9 per cent stake in Assurances Générales de France (AGF), the insurance group. Page 16

**Alusuisse-Lonza to acquire Wheaton of US**  
Alusuisse-Lonza, the Swiss aluminium, packaging and chemicals group, is set to become the world's biggest supplier of packaging to the pharmaceutical industry after agreeing to buy Wheaton of the US for more than \$400m. Page 17

**DSM declines 40% in first quarter**  
DSM, the Dutch chemicals group, saw its first-quarter net profit slump to F120m (\$119.5m) from the F136m achieved during the same period a year earlier. It nevertheless reiterated its forecast that 1996 would be "a good year" overall. Page 17

**North Sea Ferries seeks closer P&O ties**  
North Sea Ferries, the joint venture between the UK's P&O and Nedlloyd of the Netherlands, is seeking to intensify its co-operation with its UK partner in response to growing competition from cross-channel operators on the Dover-Calais route. Page 17

**American Express set for cards clash**  
American Express announced its intention to issue charge and credit cards through banks in the US, a move which will bring to a head a long-simmering international dispute with another leading payments brand, Visa. Page 20

**UK power group expected to reveal offer**  
Midlands Electricity, the UK regional electricity company, is expected to announce within the next few days that it has received a formal takeover offer from a US utility. Page 21

**Seven Seas sale nets \$150m for Hanson**  
Hanson, the UK industrial conglomerate which is planning a four-way demerger, announced the \$150m (\$226.5m) sale of Seven Seas, its UK vitamin supplement business, to E. Merck of Germany. Page 22

**Alean head upbeat on prospects for year**  
The aluminium industry can expect 1996 to be a mirror image of 1995, which "came in like a lion and went out like a lamb". This year started with weaker demand and lower prices but should finish strongly, according to Mr Jacques Bougie, president of Alean of Canada, the world's second largest aluminium group. Page 23

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**Chief price changes yesterday**

FRANKFURT (DM)		Danone	800 + 19
Airbus	320 + 30	Deutsche	2000 + 102
Beck's Beer	25.9 + 11.4	Falke	
Hiltmann	513 + 19	Al Lipable	928 + 11
Pharm		Benc Comp	350 + 11
Hoffm	171 + 12	Legend	972 + 33
Hochtief	494.2 + 21.4	YONKYO (Yon)	
Lindt	118 + 5.8	Rijssen	
WOLSELEY (P)		Jacobs Stewing	518 + 75
Ames Inc	23 + 26	Magnum	535 + 35
QinetiQ	234 + 49	Pharm	
IFG Inc	5994 + 394	Chryde FAM	672 + 31
Pharm		Danays Japan	3780 + 130
Calder & Wier	2174 + 176	W	498 + 18
Cygn Corp	10296 + 594	Lang Tim Cred	882 + 34
Nat Power	31 + 34	NOVINA KOSOVA (Nov)	
London (pence)		Rijssen	
Alusuisse	5499 + 224	Lucky Men (Id)	3.4 + 0.32
Bank of India	330 + 23	Nagayama	9.55 + 0.30
Yip		New World Air	18.4 + 0.25
Pharm		Falke	
SI Unilever	657 + 30	Amco Credit	2.25 + 0.12
Bank of New Zealand	428 + 40	Luoyang Glass	2.125 + 0.12
Mitsui Bussan	973 + 37	Meritbank	3.975 + 0.27
TOBEI (Yen)		SHANGHAI (Shanghai)	
Bank of China	28.28 + 2.25	Advance Paint	64.0 + 5.5
Veritas Eng	15.5 + 1.15	Bank of America	143.0 + 13.0
Pharm		FTI Fin Sec	70.5 + 6.0
Demos Inds	11.0 + 1.0	Amco Credit	52.0 + 5.0
Multi-Corp	8.7 + 0.55	Imase Rubber	89.5 + 9.5
Shanghai	10.95 + 0.7	The Wall Foot	18.25 + 1.75
Pharm (PFF)			
Bank	578 + 8		

## Sabena may shed up to 1,700 jobs

By Neil Buckley in Brussels  
Employees of Sabena, the Belgian airline 48.5 per cent owned by Swissair, have been told they could face the loss of up to 1,700 jobs or a 15 per cent wage cut as part of management plans to reduce costs by BF1.7bn (\$150m) by 1998.

Mr Paul Reutlinger, the former Swissair marketing director who was appointed Sabena's chief executive in February, told a workers' council meeting this week that he aimed to return the airline to profit within two years.

He had set a return on investment target of 4 per cent for 1998, and 8 per cent by 2000. Sabena made losses of BF1.2bn in 1994 and BF3.3bn in 1995, and was hit by strikes late last year after the previous chief executive, Mr Pierre Godfroid, tried to impose cost cuts including a three-year wage freeze, a 5 per cent increase in working hours and more flexible working conditions.

Mr Reutlinger said his restructuring plan would cut annual costs by BF1.7bn by 1998, and BF1.7bn by 2000. Another priority was to increase the airline's load factor from 51.4 per cent to 68 per cent.

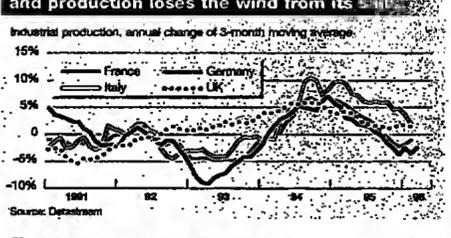
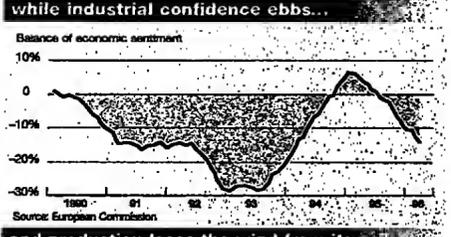
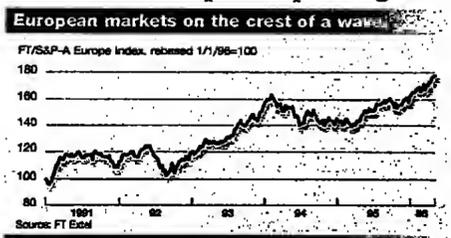
Management expected to find 40-60 per cent of the cost savings through a review of operations, but the rest would have to be achieved out of wage and social costs. In the worst case, if the larger share of the burden fell on the workforce, Mr Reutlinger warned that would mean either cutting the 9,500-strong staff by 1,700, or a 15 per cent pay cut.

"There is no use keeping on circling around the problems, we have to tackle them," Mr Reutlinger told workers. "Our fate is in our own hands."

## Investors predict 'jam tomorrow' despite corporate gloom

### Europe sends out mixed messages

Sweden's SKF, the world's leading supplier of roller bearings, gave European investors a mixed message when it unveiled its results last week. The company announced that weaker European demand had triggered a 10 per cent fall in profits in the first quarter of this year and warned it saw little sign of an upturn in Europe soon.



From some perspectives, comments like those of SKF are hardly surprising, given the slowdown in growth in European countries this year.

However, SKF's gloomy view appears to offer a stark contrast to that of European investors. Although the recent spate of European company results have painted a patchy picture of corporate performance, Europe's stock markets have been improving since the start of the year, the FT/SE world index for European stock markets has risen about 10 per cent.

This has been partly triggered by falling interest rates. Two weeks ago the Bundesbank cut its discount and Lombard rates half a point to 2.5 per cent and 4.5 per cent respectively.

Rising liquidity, and hopes that reform in European corporate culture will increase shareholder value have also helped.

However, another factor has been a growing conviction that conditions in Europe will improve later this year.

As Mr Richard Davidson, European equity strategist at Morgan Stanley, says: "We have strong foundations for economic recovery in the second half of the year and that is being built into stock market valuations."

However, they have not significantly dented investor optimism. For with most macro-economic data several months out of date, most economists remain convinced the economic climate should recover during the summer and autumn.

The optimism rests on three factors. The first is a belief that the slowdown is largely due to destocking. For just as the upbeat 1994 left economists over-estimating growth last year, companies seem to have over-estimated demand last year. Consequently, when demand slowed in 1995, companies were left with unsold stocks. Over the winter this apparently led them to slash orders. The widespread hope is that once this stock "bubble" has been shifted, orders will pick up.

Measuring this process is difficult, as economic data on stocks are notoriously poor. Surveys show many companies still reporting excess stocks, with levels in Germany apparently rising.

Nevertheless, optimists can take comfort from a few hints of change. Although pulp and paper companies, for example, were badly hit by a stock overhang during the winter, prices have recently stopped falling.

The chemical sector may also be through the worst: European production slumped at the end of last year after heavy stockpiling last summer, but some sectors have recently reported a small rise in demand.

The second reason for optimism is a hope that even if companies remain badly over-stocked, their pain should be alleviated later this year by a broader firming of demand.

The recent rise in the dollar against the D-Mark, for example, has raised hopes, for an improvement in European exports, particularly if growth in the US and Japan picks up. The weak level of domestic investment in recent years has left some economists predicting a considerable "catch-up" in domestic demand for capital goods.

There are even hopes that consumer spending will gradually improve. The growth may not be dramatic as unemployment is still rising in countries such as Germany and populations are being squeezed by fiscal tightening in the run-up to monetary union. But spending has picked up in France and the UK, while the money supply - a key indicator of activity - has been rising across the Continent.

The third reason for optimism is the stance of the European monetary authorities. For with monetary conditions in Europe now looser than at any point for 25 years, most economists remain convinced the European central banks are prepared to act to prevent a long downturn.

Some companies such as SKF clearly remain unconvinced by this reasoning. And market analysts remain choosy about which companies to back.

## UK to block bids for generators with 'golden share'

By David Wighton, Patrick Harverston and Simon Holberton in London  
The UK government yesterday delivered another shock to Britain's electricity industry and the City of London when it signalled it would block bids for National Power and PowerGen until there was increased competition in generation in England and Wales.

The department of trade and industry said it would retain its "golden" shares in the two companies, which prevent any single investor owning a stake of more than 15 per cent.

Although there had been hints that the government would consider using its powers to block bids, the statement stunned the City of London and sent share prices tumbling.

National Power, which has received a bid approach from Southern Company of the US, fell 32p to 527p, while PowerGen dropped 12p to 589p.

There was widespread bafflement at what was seen as another arbitrary lurch in the UK government's approach to the electricity industry in particular and competition policy in general.

If the government were to block a bid with its golden share it would be the first time this power has been used.

One PowerGen executive said: "This is a game that doesn't have any rules, you get the feeling that they are making it up as they go along."

for foreigners investing in the UK," said one analyst.

The government's move followed the announcement by Southern Company, the US utility, that it would be interested in taking over National Power.

The City of London struggled to interpret the DTT's highly ambiguous statement, but it is understood the government wants a period of stability for the whole electricity market following the wave of bids over the past year.

It is unclear whether the government would look to block further bids for any of the regional electricity companies (reCs) where its golden shares have already lapsed.

It is believed that a US utility is lining up a bid for Midlands Electricity, the rec that was the subject of an agreed offer by PowerGen which was blocked by the government.

The PowerGen bid and an offer by National Power for Southern Electric, another rec, were blocked last week by Mr Ian Lang, the trade and industry secretary, against the recommendation of the Monopolies and Mergers Commission.

Mr Lang concluded that combining the two generators with large electricity distributors would be against the public interest given the inadequate competition in the generation market.

## Crédit Agricole buys 51% of Indosuez

By David Buchan and David Owen in Paris  
Crédit Agricole, the French mutual bank, is to buy Compagnie de Suez FF1.32bn (\$1.2bn) in cash to buy an initial 51 per cent stake in Banque Indosuez with options to buy the rest by 2000.

Crédit Agricole, which has a relatively minor foreign presence despite being the largest French bank, said the deal would give it a new international dimension.

For its part, the Suez group said the agreement, which values Indosuez at a total of FF11.85bn, would more than wipe out its current debt, leaving it spare cash to develop its other financial and industrial activities.

Under the terms of the deal, Crédit Agricole will take over 51 per cent of Indosuez this summer, and from July 1997 will get an option to buy a further 29 per cent at the same price. Suez will keep 20 per cent of Indosuez until 2000 when it has the option to sell out completely to Crédit Agricole.

Mr Gérard Mestrallet, Suez chairman, said the sale was amply justified by Crédit Agricole's offer, which was above the present valuation of Indosuez's net assets at FF10.8bn.

He said that since taking over the Suez group last summer he had tried hard to give a restructuring Indosuez a future within the group. The increasingly gloomy view taken by international rating agencies of French banks had made this harder, with Indosuez facing higher costs of raising money on the interbank market.

In March, Indosuez reported a return to overall profitability in spite of a decline in operating income from FF2.61bn to FF2.13bn.

Crédit Agricole, which is widely called "the green bank" because of its agricultural roots, has a reputation for conservative lending policies. It has been less exposed to some of the excesses suffered in recent years by some of its banking rivals. Consequently, it is one of the few French banks with the money to make acquisitions.

**SMITH SELF DRIVE**

Smith Self Drive Group Limited

has been acquired by

**G E Capital Corporation Limited**

and

**N M Rothschild & Sons Limited**

and

**DIBB LUPTON BROOMHEAD**  
SOLICITORS

advised the vendors

April 1996

COMPANIES AND FINANCE: EUROPE

# Nestlé predicts return to profits growth this year

By Roderick Oram, Consumer Industries Editor

Nestlé, the world's largest food processor, forecast yesterday a return to profit growth this year after 1995's setback from adverse exchange rates and raw material price rises, particularly for coffee.

"For the current year, we expect sales growth to resume as well as a good increase in

our results," Mr Helmut Maucher, chairman and chief executive wrote in the annual report released yesterday.

Pre-tax profits fell from SFr5.07bn to SFr4.49bn (\$3.59bn). Analysts are forecasting they will rebound to about SFr5.5bn this year. An important factor will be restored margins and volumes from soluble coffee, which remains Nestlé's largest single source

of profits. The group trading margin slipped last year from 9.9 to 9.7 per cent, reflecting sharply higher coffee bean prices, which peaked at the start of the year. Despite this pressure, the European margin improved from 8 to 8.4 per cent due to a cut in restructuring costs.

The trading margin in North America was stable but it fell in South America, mainly

because of Mexico's economic crisis, to give an overall decline of 0.5 of a percentage point to 10.5 per cent.

Mr Maucher said Nestlé had achieved its strategic goals in relatively new product areas such as mineral water and ice cream. Its spending on acquisitions fell to SFr1.62bn last year from SFr2.28bn a year earlier.

The most important purchases last year were in ice

cream, notably Conlesa in Spain, some companies owned by Pacific Dunlop of Australia, Dolce in Egypt and Campina in the Netherlands. Despite the purchases, Nestlé remains a distant second to Unilever, the world's largest ice cream company, analysts said.

Overall, group capital spending last year edged ahead to SFr3.06bn from SFr3.03bn equal to 5.4 per cent of sales,

up from 5.3 per cent a year earlier. Capital spending increased in Europe to increase capacity in breakfast cereals and mineral waters. The group continued to invest in eastern Europe but spending fell in north and south America.

Heavy restructuring and rationalisation over recent years were bearing fruit, Mr Maucher said.

Lex, Page 14

NEWS DIGEST

## Battle for Tampella takes fresh turn

The battle for control of Tampella, the Finnish engineering group, took a new turn yesterday when Rauma, another Finnish engineering company, bought a 14 per cent stake for Fm185m (\$38m). Rauma signalled it was willing to work with Sandvik, the Swedish tools and speciality steels group which last month bought a 26 per cent stake in Tampella from Kvaerner of Norway.

The Rauma move appeared to place a further obstacle in the path of Svedala, a Swedish mining and construction engineering equipment maker which launched a SKr1.85bn bid for Tampella shortly before the Sandvik purchase. Rauma and Tampella said they had agreed to co-operate on marketing and distribution for Tampella's rock drilling unit which is the chief focus of interest for both Svedala and Sandvik.

Sandvik said it was ready to take up to a 40 per cent stake in Tampella, but was not interested in a full bid, which it is not forced to make under local takeover rules.

Eugh Carnegie, Stockholm

## Transocean close to merger

Transocean, the Norwegian shipping group, said yesterday it was in the final stages of talks on a possible merger and asked for its shares to be suspended.

Last week it said it had received a merger proposal from Sonat Offshore Drilling of Houston, and executives said talks had also taken place with other potential partners. Sonat Offshore Drilling offered 0.4004 of its shares and \$5.34 in cash per Transocean share. At last week's exchange rate, brokers valued the offer at about Nkr180 a share.

AFX News, Oslo

## LVMH sales flat in first term

LVMH Moët Hennessy Louis Vuitton said first-quarter sales were FF6.46bn (\$1.25bn), a rise of 0.06 per cent. At constant exchange rates, the rise was 4 per cent.

AFX News, Paris

## Valmet takes legal case charge

Valmet, the Finnish paper making machine manufacturer, said it would take a Fm1.0m (\$22.6m) extraordinary charge in its results for the four months to April, to supplement the Fm50m set aside in 1995 in connection with the legal proceedings between Valmet and the bankrupt Waersilä Marine Industries.

The group said the decision to increase the charge was made with consideration to the uncertainty and costs related to the drawn-out legal proceedings, as well as to the settlement proposals of the various parties.

AFX News, Helsinki

## CFF shares find no buyers

Shares in Crédit Foncier de France, the troubled French mortgage group, remained suspended yesterday. The shares had previously closed at FF62.96, but there were no offers at FF62.25, the lowest they could be priced according to stock exchange rules.

AFX News, Paris

## Gehe plans unchanged payout

Gehe, the German drug distributor, said it would ask shareholders to approve an unchanged dividend of DM10 per share at the annual meeting on June 12. New shares, from the capital increase in June last year, would receive a dividend payment of DM5 per share.

AFX News, Stuttgart

## France to offer 57% AGF stake

By Antonia Sharpe

The French government is to test the appetite of international investors for French privatisations by offering for sale its 56.9 per cent stake in Assurances Générales de France, the insurance group.

The FF10.8bn (\$2bn) offering, which is being arranged by Crédit Commercial de France and Société Générale, is expected to be announced either today or on Monday. CS First Boston and J.P. Morgan are set to be joint lead managers of the international tranche of the sale.

The difficult sales of Usinor Saeclor, the steel company, and Pechiney, the aluminium packaging company - and the poor share price performance of privatised companies - had severely eroded investor confidence in French privatisation by the end of last year.

In an attempt to restore that confidence, the government changed tactics and sold most of its remaining 5 per cent stake in Total, the oil group,

through its first "bought deal". The smooth execution of the FF3.1bn transaction, where banks used their own capital to buy the shares from the government before selling them on to investors at a slight discount to the market price - plus the resilience of Total's share price afterwards - has gone some way to achieving that goal.

In addition, the rise in Pechiney's share price since its privatisation last December has shown investors that it is possible to make money on French privatisations.

However, observers said the government would have to offer the AGF shares at an attractive discount to investors in order not to alienate them once again. AGF shares closed yesterday down FF1.80 yesterday at FF129.50.

The government aims to raise about FF220m from privatisations this year. Other candidates include GAN, another insurance company, Crédit Local, and possibly France Télécom.

## Son to succeed chairman at Danone

By David Owen in Paris

Danone, the French foods group, yesterday appointed Mr Franck Riboud chairman to succeed his father Antoine, one of the best-known figures in French business.

The appointment had been long expected - Franck was named number two to his 77-year-old father nearly two years ago. But the decision to leave a member of the Riboud family to lead Europe's largest biscuit-maker will still spark interest: the shares are widely held, with no individual or group owning a controlling interest.

Shares in the company, whose brands include Jacob's biscuits and Lea & Perrins sauces, rose sharply yesterday to FF800 - a gain of FF19, or 2.4 per cent - although analysts attributed this more to the strong results reported by other food groups than to Mr Riboud's appointment.

The shares had dropped sharply following Mr Riboud's appointment as vice-chairman and chief operating officer in August 1994, although this may have been due at least in part to the dip in first-half prof-



Best men for the job: Antoine (left) and Franck Riboud yesterday

its that the group reported at the same time.

In February, Danone reported a 39 per cent decline

in full-year net profits to FF2.13bn (\$411m) from FF3.52bn, following a FF1.6bn exceptional charge.

This was to cover the restructuring of the group's non-French European businesses during the next three years. The results also suffered from higher French tax rates.

Since his emergence as number two, Franck has overseen an acceleration in the company's expansion in Asia, Latin America and South Africa. It recently bought a 25 per cent stake in Aymore, the Brazilian biscuit-maker. The group, whose annual turnover is approximately FF60bn, plans to achieve non-European sales of FF30bn within five years.

Shortly after Franck was named as chief officer, Mr Michel David-Weill, a Danone vice-chairman, said he would be "judged on his own merit".

Danone said yesterday its board had decided Mr Riboud was the best man for the job. His appointment was "not because he is called Riboud".

Mr Antoine Riboud, who became chairman and chief executive of BSN (Danone's former name) exactly 30 years ago, came to prominence in the late 1960s when the company launched an abortive bid for Saint-Gobain, the French glass-maker.

## Omnitel plans L600bn network extension by end of year

By Andrew Hill in Milan

Omnitel Pronto Italia, Italy's second digital mobile phone company, said yesterday it planned to invest L400bn (\$83m) in 1996, extending its network to 60 per cent of the country and 85 per cent of the population by the end of the year.

Omnitel, which launched its full commercial service last December, recorded sales of L46bn last year, L30bn of which came from customers

and the sale of telephones. The group reported a net loss of L126bn for 1995.

Mr Francesco Cato, Omnitel's chief executive, said the company was on course to break even in 1996 as laid out in its business plan, and that it was aiming for a total of 400,000 subscribers by the end of this year.

Telecom Italia Mobile, the state-controlled mobile phone operator, and Omnitel are locked in a fierce promotional and legal battle over what is one of Europe's fastest growing mobile

communications markets. TIM already has 600,000 clients for its digital network - with which Omnitel competes - and 3.56m clients for its analogue network, over which TIM has a monopoly.

Mr Cato yesterday declined to update last month's figure of 130,000 Omnitel clients, but he said: "Growth since then has been in line with expectations." The group took "enormous satisfaction" from the fact that more than 35 per cent of new digital

mobile phone customers chose Omnitel.

Last month, TIM, which is planning to invest L1,300bn in 1996, announced a series of new tariffs for its digital network. TIM is also using the Italian courts to check whether Omnitel met the conditions on territorial coverage which obliged TIM to open its network to Omnitel clients this year.

Competition in the Italian mobile phone sector is likely to intensify in the next few years. Earlier this week,

Mediaset, the media group controlled by Mr Silvio Berlusconi, and Alitalia, British Telecom's communications joint venture with Banca Nazionale del Lavoro, linked up with the intention of competing for a third mobile telephony licence in the next two years. Analysts believe there is room for at least three operators on the Italian market.

Omnitel is not listed. It is 41 per cent owned by Olivetti, the computer group diversifying into telecoms.

**L'ORÉAL**

- One bonus share for every ten held
- Dividend excluding tax credit: FF 13.30, up 9 %

GROWTH IN L'ORÉAL'S CONSOLIDATED RESULTS		
(in FF millions)	1995	in % compared with 1994
Consolidated sales	53,371 MF	+12.1 %
Profit before taxation, employee profit-sharing and capital gains and losses	5,886 MF	+10 %
Net profit before capital gains and losses, after minority interests	3,381 MF	+8.3 %

L'ORÉAL's structure grew in 1995, primarily as a result of the consolidation of the North American agents, Cosmair Inc. U.S.A., and Cosmair Canada Inc., L'Oréal's Swiss subsidiary (Switzerland) and 49 % of Procas (Spain) over the full year. In addition, new subsidiaries were set up in Asia.

L'ORÉAL's consolidated sales stood at FF 53,371 million, posting growth of 12.1 % on 1994's published figures. Excluding the impact of exchange rates, consolidated sales would have increased 16 %. On a comparable basis, i.e. using an identical structure and exchange rates, growth was 6.4 %.

Profit before taxation and employee shareholding rose by 10 % to FF 5,886 million, compared with FF 5,352 million in 1994. It is thus the eleventh consecutive year that L'ORÉAL has recorded "double digit" growth in its profits. As a result of the increase in corporate taxation and in the portion paid to minority

interests, net profit before capital gains and losses and after minority interests stood at FF 3,381 million, up 8.3 %. Earnings per share and investment certificate increased by 8.3 % to FF 50.01 compared with FF 50.78 in 1994.

L'ORÉAL's Board of Directors has decided to allot one bonus share for every ten shares already held. These shares will be cum-dividend as of 1 January 1996, and will be allocated from 1 July 1996. At the Annual General Meeting to be held on Thursday 23 May 1996, the Board of Directors will propose a dividend of FF 13.30 excluding tax credit, with a total dividend value of FF 19.95, an increase of 9 %.

Mr. Lindsay OWEN-JONES, Chairman and Chief Executive of L'ORÉAL, met with financial analysts, international investors and specialist journalists on 17 April 1996 to present and comment on all of these results.

**BOSTON ARGENTINE INVESTMENT FUND, SICAV**  
Société d'Investissement à Capital Variable  
Registered office: 69, route d'Esch, L-1470 Luxembourg R.C. Luxembourg B 39809

**NOTICE OF MEETING**

Since no quorum as required by law was present at the extraordinary shareholders' meeting of April 24, 1996, notice is hereby given to the Shareholders of BOSTON ARGENTINE INVESTMENT FUND, SICAV (the "Company") that the SECOND extraordinary shareholders' meeting will be held before notary on June 6, 1996 at 12.00 a.m. local time at the registered office with the following agenda:

**AGENDA**

Approval of the merger by absorption of the Company by BOSTON INTERNATIONAL FUND I, SICAV (formerly BOSTON EUROPEAN BOND FUND, SICAV) together with BOSTON EQUITY INVESTMENT FUND, SICAV, BOSTON INCOME INVESTMENT FUND, SICAV, BOSTON INTERNATIONAL EQUITY INVESTMENT FUND, SICAV, BOSTON U.S. GOVERNMENT INCOME FUND, SICAV, BOSTON PACIFIC GROWTH INVESTMENT FUND, SICAV, BOSTON GLOBAL CAPITAL APPRECIATION FUND, SICAV, BOSTON STRATEGIC INCOME FUND, SICAV, all Luxembourg sociétés d'investissement à capital variable with registered office at 69, route d'Esch, L-1470 Luxembourg,

and upon hearing:

- (1) the report of the Board of Directors in relation to the merger proposal (the "Merger Proposal");
- (2) the audit report prescribed by article 265 of the Luxembourg law on commercial companies and prepared by Coopers & Lybrand, 18, rue Eugène Ruppert, L-2453 Luxembourg;

subject to the approval of the Merger Proposal by the Shareholders of BOSTON EQUITY INVESTMENT FUND, SICAV, BOSTON INCOME INVESTMENT FUND, SICAV, BOSTON INTERNATIONAL EQUITY INVESTMENT FUND, SICAV, BOSTON U.S. GOVERNMENT INCOME FUND, SICAV, BOSTON PACIFIC GROWTH INVESTMENT FUND, SICAV, BOSTON GLOBAL CAPITAL APPRECIATION FUND, SICAV, BOSTON STRATEGIC INCOME FUND, SICAV and BOSTON INTERNATIONAL FUND I, SICAV in their respective Extraordinary Shareholders' Meeting;

- (1) to state the accomplishment of the formalities prescribed by article 267 of the law on commercial companies;
- (2) to approve and ratify the Merger Proposal published in the Memorial, Recueil Spécial des Sociétés et Associations;
- (3) to accept the issue of shares of BOSTON INTERNATIONAL FUND I, SICAV in the new compartments as follows:
  - BOSTON INTERNATIONAL FUND I - ARGENTINE INVESTMENT, in exchange for the contribution of all assets and liabilities of BOSTON ARGENTINE INVESTMENT FUND, SICAV in the proportion of 1 new Class B share of BOSTON INTERNATIONAL FUND I - ARGENTINE INVESTMENT for each cancelled Class B share of BOSTON ARGENTINE INVESTMENT FUND, SICAV;
  - BOSTON INTERNATIONAL FUND I - EQUITY INVESTMENT in exchange for the contribution of all assets and liabilities of BOSTON EQUITY INVESTMENT FUND, SICAV in the proportion of 1 new Class B share of BOSTON INTERNATIONAL FUND I - EQUITY INVESTMENT for each cancelled Class B share of BOSTON EQUITY INVESTMENT FUND, SICAV;
  - BOSTON INTERNATIONAL FUND I - INCOME INVESTMENT in exchange for the contribution of all assets and liabilities of BOSTON INCOME INVESTMENT FUND, SICAV in the proportion of 1 new Class B share of BOSTON INTERNATIONAL FUND I - INCOME INVESTMENT for each cancelled Class B share of BOSTON INCOME INVESTMENT FUND, SICAV;
  - BOSTON INTERNATIONAL FUND I - INTERNATIONAL EQUITY INVESTMENT in exchange for the contribution of all assets and liabilities of BOSTON INTERNATIONAL EQUITY INVESTMENT FUND, SICAV in the proportion of 1 new Class B share of BOSTON INTERNATIONAL FUND I - INTERNATIONAL EQUITY INVESTMENT for each cancelled Class B share of BOSTON INTERNATIONAL EQUITY INVESTMENT FUND, SICAV;
  - BOSTON INTERNATIONAL FUND I - U.S. GOVERNMENT INCOME in exchange for the contribution of all assets and liabilities of BOSTON U.S. GOVERNMENT INCOME FUND, SICAV in the proportion of 1 new Class B share of BOSTON INTERNATIONAL FUND I - U.S. GOVERNMENT INCOME for each cancelled Class B share of BOSTON U.S. GOVERNMENT INCOME FUND, SICAV;
  - BOSTON INTERNATIONAL FUND I - PACIFIC GROWTH INVESTMENT in exchange for the contribution of all assets and liabilities of PACIFIC GROWTH INVESTMENT FUND, SICAV in the proportion of 1 new Class B share of BOSTON INTERNATIONAL FUND I - PACIFIC GROWTH INVESTMENT for each cancelled Class B share of BOSTON PACIFIC GROWTH INVESTMENT FUND, SICAV;
  - BOSTON INTERNATIONAL FUND I - GLOBAL CAPITAL APPRECIATION in exchange for the contribution of all assets and liabilities of BOSTON GLOBAL CAPITAL APPRECIATION FUND, SICAV in the proportion of 1 new Class B share of BOSTON INTERNATIONAL FUND I - GLOBAL CAPITAL APPRECIATION for each cancelled Class B share of BOSTON GLOBAL CAPITAL APPRECIATION FUND, SICAV;
  - BOSTON INTERNATIONAL FUND I - STRATEGIC INCOME in exchange for the contribution of all assets and liabilities of BOSTON STRATEGIC INCOME FUND, SICAV in the proportion of 1 new Class B share of BOSTON INTERNATIONAL FUND I - STRATEGIC INCOME for each cancelled Class B share of BOSTON STRATEGIC INCOME FUND, SICAV;

There will be no quorum requirement and the resolutions will be passed by a majority of 2/3 of the shareholders present or represented and voting at the meeting. Each share is entitled to one vote.

The Shareholders on record at the date of the meeting are entitled to vote or give proxies.

Proxies should arrive at the registered office of the Company at least 48 hours before the meeting.

The following documents are at the Shareholders' disposal for examination at the registered office of the SICAV (copies may be obtained without cost):

- the Merger Proposal;
- the three last annual financial reports with management reports of BOSTON ARGENTINE INVESTMENT FUND, SICAV, BOSTON EQUITY INVESTMENT FUND, SICAV, BOSTON INCOME INVESTMENT FUND, SICAV, BOSTON INTERNATIONAL EQUITY INVESTMENT FUND, SICAV, BOSTON U.S. GOVERNMENT INCOME FUND, SICAV, BOSTON PACIFIC GROWTH INVESTMENT FUND, SICAV, BOSTON GLOBAL CAPITAL APPRECIATION FUND, SICAV;
- the reports of the Board of Directors of BOSTON ARGENTINE INVESTMENT FUND, SICAV, BOSTON EQUITY INVESTMENT FUND, SICAV, BOSTON INCOME INVESTMENT FUND, SICAV, BOSTON INTERNATIONAL EQUITY INVESTMENT FUND, SICAV, BOSTON U.S. GOVERNMENT INCOME FUND, SICAV, BOSTON PACIFIC GROWTH INVESTMENT FUND, SICAV, BOSTON GLOBAL CAPITAL APPRECIATION FUND, SICAV, BOSTON STRATEGIC INCOME FUND, SICAV and BOSTON EUROPEAN BOND FUND, SICAV on the Merger Proposal;
- the report of the independent auditor, Coopers & Lybrand, with respect to the Merger Proposal.

By order of the Board of Directors

The Financial Times plans to publish a Survey on

# Uruguay

on Friday, May 24.

The survey will look at the country's economy, Mercosur, pensions reform, banking, politics and more.

For more information on advertising opportunities in this survey, please contact:

Penny Scott in New York:  
Tel: (212) 688-6900 Fax: (212) 688-8229

Raul Fontana in Uruguay:  
Tel: (5982) 403-811 Fax: (5982) 498-762

FT Surveys

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COMPANIES AND FINANCE: EUROPE

# Alusuisse-Lonza to buy Wheaton of US for \$400m

By Christopher Brown-Humes in London

Alusuisse-Lonza, the Swiss aluminium, packaging and chemicals group, is set to become the world's biggest supplier of packaging to the pharmaceutical industry after agreeing yesterday to buy Wheaton of the US for more than \$400m.

The move continues the rapid expansion of Alusuisse's pharmaceutical packaging activities since its purchase of Canada-based Lawson Madison in 1994.

Alusuisse said the acquisition would more than double its share of the global pharmaceutical packaging market - from 3 per cent to about 6.5 per cent - while creating valuable synergies with existing operations.

It would also broaden the group's product range because of the private-owned Wheaton's strong position in glass and plastics packaging. These would complement Alusuisse's pharmaceutical packaging activities, which are based on folding carton board and so-called "clean-room" products, such as blister packs. A substantial part of the group's chemicals operations is pharmaceutical-linked.

Mr Theodor Tschopp, Alusuisse chief executive, said the acquisition represented "a significant step in our long-term strategy to expand our packaging activities in the pharmaceutical and personal care markets". He said the purchase, to be funded from Alusuisse's cash and credit lines, would be earnings neutral in the first year, but would add to earnings thereafter. The purchase price represents the total consideration for Wheaton, including an undisclosed amount of debt.

The group has announced several smaller acquisitions in pharmaceutical packaging, including the still-to-be-finalised purchase of Mebane Packaging, a leading folding carton supplier to the US pharmaceutical industry, for \$92m. Including Wheaton, pharmaceutical packaging will now contribute about \$770m (\$560m) of Alusuisse's annual packaging turnover of \$1.5bn. The group also has food, cosmetics and tobacco packaging activities.

Wheaton, based in Millville, New Jersey, employs nearly 6,000 people at more than 40 sites in the US, France, Mexico, Puerto Rico, Brazil and China. The group had 1995 turnover of \$450m.

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NEWS DIGEST

## Degussa up despite decline in sales

Degussa, the German metals and chemicals group, said pre-tax profit rose 2 per cent, from DM183m to DM185m (€121m), in the first six months to March. The increase in earnings came despite a 5 per cent decline in sales, from DM7.5bn to DM6.9bn. Without including trade in precious metals, sales were down 7 per cent, the company said, although it did not provide details.

For the full year, Degussa said it expected a good result. Pre-tax profit in the first six months was boosted by pleasing progress from the group's foreign units. It cited North America and Europe as particularly positive, offsetting the effect of the weak German market.

At its domestic parent company, pre-tax profit fell 7 per cent, from DM72m to DM67m. Sales from domestic activities fell 8 per cent to DM1.7bn, while sales from foreign activities were 5 per cent lower at DM5.5bn.

At its chemicals division, sales fell 4 per cent to DM2.5bn. Sales from the metals division fell 8 per cent to DM3.5bn, while sales at the precious metals trading division were unchanged at DM1.6bn. The pharmaceuticals division posted sales fell 1 per cent to DM1.07bn.

AFP News, Frankfurt

## Elan earnings advance 35%

Elan Corporation, the Irish pharmaceuticals company, increased annual net profits 35 per cent from £141.88m, or £1.17 a share, to £156.44m (£37.6m), or £1.51. Turnover rose from £118.9m to £141.7m. Elan specialises in improving the way drugs are delivered by, for example, making slow release versions of popular medicines. Fourth-quarter product sales, including sales from contract manufacturing activities and products the company markets directly, rose 83 per cent to £26.7m.

Royalties and fees in the fourth quarter increased 17 per cent, from £12.7m to £14.8m. The company said it expected its planned merger with Athena Neurosciences, the US biotechnology company, to be completed by June 30. Elan announced the merger in March. Under the terms of the agreement, Athena will become a wholly owned unit of Elan.

Daniel Green

## Von Roll in armaments buy

Von Roll, the Swiss engineering group, will acquire a majority stake in Schweizerische Unternehmung für Waffensysteme, an armaments company owned by the defence ministry. The government has approved the deal, which will result in the creation, planned for the end of 1996, of a joint venture called Von Roll Beteac.

The joint venture will result in the loss of 60 jobs and is expected to post SF90m (€64m) a year in sales. Von Roll said, without disclosing financial details of the deal.

AFX News, Bern

## Escom cuts 120 jobs as production ends at HQ

By Michael Lindemann in Bonn

Escom, the troubled German computer maker and retailer, yesterday said it would stop production at its German headquarters in Heppenheim - a further step in its efforts to restructure following net losses last year of DM125m (€81.5m).

The company said it would use other production sites in the Netherlands and the Czech Republic to assemble computers, and would also use outside suppliers to survive in a business where the prices for components such as processors were extremely volatile.

Closing the site in Heppenheim, which will involve the loss of about 120 jobs, is a further setback for the German computer group, which said yesterday that it would now concentrate on its retail activities, the core of its business.

Last month the company called back Mr Helmut Jost, a former management board member, to take over as chief executive.

As a first step, Mr Jost sold Amiga Technologies, an ill-fated subsidiary which was developing set-top boxes for interactive television, and was one of a number of businesses into which Mr Manfred Schmitt, the founder and former chief executive, took the group. Mr Schmitt still holds a 74 per cent stake in the company.

Escom could not say how much it would save by closing production in Heppenheim, adding only that it was working on a "comprehensive restructuring programme".

This suggests that it may withdraw from a number of other activities.

## Dutch chemicals group falls 40% in first period

By David Brown in Amsterdam

DSM, the Dutch chemicals group, saw its first-quarter net profit slump to F1 205m (€119.5m) from the F1 356m during the same period a year earlier. The group nevertheless reiterated an earlier forecast that 1996 would be "a good year" overall.

DSM said the decline in the year-on-year net figure was caused by lower margins for hydrocarbons, polymers and acrylonitrile, which better earnings in fertilisers, caprolactam, melamine and resins could not offset.

The company stressed that the earnings trend had since been reversed.

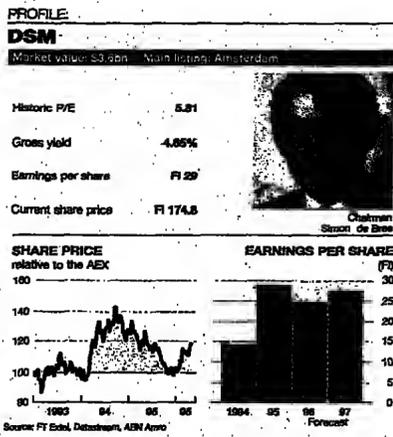
The first-quarter result is F161m up on the fourth quarter of last year, and there has been an upturn in the previously weak market for polymers.

DSM said a further improvement in polymer prices was expected in the second quarter, reflecting a healthier balance between supply and demand. The markets for its other main products would remain roughly unchanged.

However, DSM said it had been forced to extend the scheduled six-week maintenance shutdown of a steam cracker by several weeks. The extension, which began in March, would depress second-quarter results.

The group reported overall turnover of F1 2.6bn for the first quarter, which represents a decrease on 4 per cent on the F1 2.7bn achieved a year earlier. This was caused by a 6 per cent drop in average sales prices which higher volumes, especially in polyethylene, caprolactam, melamine and fine chemicals, only partially offset.

The group said its operating result declined from the F1 502m achieved in the year-earlier period to F1 294m. Capital expenditures increased from F1 96m to F1 540m, mainly as a result of DSM's acquisition of Chemie Linz, a fine chemicals concern in Austria, and Nitriflex, an elastomers operation in Brazil.



## North Sea Ferries seeks closer ties with P&O

By David Brown in Amsterdam and Geoff Dyer in London

North Sea Ferries, the joint venture between the UK's P&O and Nedlloyd of the Netherlands, is seeking to intensify its co-operation with its UK part-owner in response to growing competition from cross-channel operators on the Dover-Calais route.

Mr Peter van den Brandhof, North Sea Ferries' managing director, said one option might involve a sale by Nedlloyd of its 50 per cent share in the company to P&O - given that competition between the two owners' road transport operations might otherwise block the achievement of full synergies. However, he added that this was only one of several possibilities.

Nedlloyd yesterday confirmed that a sale of this shareholding was one of several options under review.

The Rotterdam-based transport group, which has no ferry operations of its own, has been under severe competitive pressure. It recently sold its Nedlloyd offshore drilling subsidiary to Noble Drilling Corporation in a \$300m cash deal that formed part of its ongoing drive to concentrate on core activities.

It is understood Nedlloyd has discussed the sale of its stake with P&O, but that no detailed talks have taken place. P&O refused to comment on its relationship with Nedlloyd.

Mr van den Brandhof said NSF and P&O had discussed plans to co-operate on the design of information systems and the joint purchasing of fuel, foodstocks and duty free items.

NSF, a 30 year-old joint venture, sails 10 ships and operates a combined passenger/freight service between Hull in the UK and Europort and Zeebrugge in the Benelux. It also operates freight services linking the Benelux with Teesport. Overall, it carries 1m passengers and 350,000 freight units each year.

P&O is soon to approach the UK government with a proposal that it be allowed to open merger discussions with rivals on the cross-channel ferry market in light of the fierce competition prompted by Eurotunnel.

NSF has responded to the Eurotunnel threat by widening its offerings. Its traditional all-inclusive fare concept, combining passage with meals, has been complemented by a modular approach involving passage alone. The company says it was able to increase passengers carried by 13 per cent in the first quarter as a result.

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# FINANCING TELECOMS WORLDWIDE

<p><b>GREECE</b> Government of Greece</p> <p>US\$530 million Privatisation of OTE and international equity issue</p> <p>Joint International Lead Manager</p>	<p><b>UNITED KINGDOM</b> <b>ONE 2 ONE</b> MERCURY</p> <p>£600 million Senior debt facility</p> <p>Arranger</p>	<p><b>HONG KONG</b> Orient Telecom</p> <p>HK\$4.3 billion Acquisition of a 25% stake in Telecom Asia</p> <p>Adviser</p>
<p><b>HONG KONG</b> CETIC Telecommunications (Holdings) Ltd.</p> <p>HK\$2.8 billion Syndicated term loan</p> <p>Arranger</p>	<p><b>SPAIN</b> Telefónica de España</p> <p>US\$1.3 billion International equity issue</p> <p>Bookrunner (RoW) Co-lead Manager (UK)</p>	<p><b>THAILAND</b> STC Submarine Systems</p> <p>US\$180 million Project financing</p> <p>Adviser</p>
<p><b>CHINA</b> China Telecommunications Authorities</p> <p>US\$268 million Export financing</p> <p>Arranger</p>	<p><b>ASIA</b> APT Satellite</p> <p>US\$130 million Satellite financing</p> <p>Arranger</p>	<p><b>UNITED KINGDOM</b> Orange plc</p> <p>£766 million Initial public offering</p> <p>Co-lead Manager (RoW) Co-Manager (UK)</p>
<p><b>RUSSIA</b> Cotostar</p> <p>US\$65 million ECGD-backed buyer credit</p> <p>Arranger</p>	<p><b>INDONESIA</b> Palapa B Satellite</p> <p>US\$120 million Satellite financing</p> <p>Arranger</p>	<p><b>SWEDEN</b> Nordic Tel Holdings AB</p> <p>Skr 700 million Cumulative preferred shares 2002</p> <p>Arranger and Adviser</p>

Highly rated telecoms research and financing expertise, delivering telecoms transactions worldwide. For more information, contact Sarah Philbrick in London on +44(0) 171 260 9652 or Calum McKinlay in Hong Kong on +852(0) 2841 8449.

## HSBC Investment Banking

Member HSBC Group

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### Daewoo Telecom Ltd.

(Incorporated in the Republic of Korea with limited liability)  
Notice of Bondholders' Additional Option to Redeem Bonds on 18th June, 1998

Right to Revoke Notices of Redemption  
To the Holders of the Company's  
U.S. \$50,000,000  
3 1/2 per cent Convertible Bonds due 2006  
(the "Bonds")  
(Redeemable at the option of the Bondholders in 1996)

NOTICE IS HEREBY GIVEN that Daewoo Telecom Ltd. (the "Company") has, pursuant to Condition 12(b) of the Bonds and with the agreement of Bankers Trust Company Limited, the Trustee for the Bondholders (the "Trustee"), amended the Terms and Conditions of the Bonds by a Supplemental Trust Deed dated 24th April, 1996 and entered into by the Company and the Trustee. The Company and the Trustee have amended the Terms and Conditions of the Bonds to (i) provide for an additional put option exercisable (on 18th June, 1998 at the price referred to below plus accrued interest) (ii) allow those Bondholders who have exercised their option to redeem Bonds on 18th June, 1996 to revoke such exercise on or prior to 13th June, 1996 in the manner described below and (iii) allow the Company to purchase, at its option, such Bonds that are being requested to be redeemed by the Bondholders pursuant to their option to redeem Bonds.

The price at which the 1998 put option will be exercisable will be calculated by the Company to accordance with the following formula:

$$P2 = (1 + \frac{r}{100})^n \times (P1 + (C \times \frac{186}{360}) - \frac{C}{100}) - SC$$

Where:

P2 = 1998 Put Price (expressed as a percentage of principal amount of the Bonds and rounded off to three decimal places).  
P1 = 1996 Put Price (126.32 per cent of the principal amount of the Bonds).  
C = Full Coupon.  
n = The number of days from the 1996 Put Date (18th June, 1996) to the next Coupon date.

SC = Short Coupon to be paid on the 1998 Put Date (on 18th June, 1998).  
(y + a) to be calculated on a 360 day year basis as described in Rule 251.1 and Rule 803.1 of the Rules and Regulations of the International Securities Market Association (or any substitute or successor thereof) and expressed as a percentage.

r = Spread of 0.85 per cent.  
y = Yield on the Reference 2 year U.S. Dollar LIBOR swap rate.

The Yield on the Reference 2 year U.S. Dollar LIBOR swap rate for the purposes of y above, will be determined by Daewoo Securities Co. Ltd. on the following basis:

(a) The "Yield" will be the offered 2 year U.S. Dollar LIBOR swap rate which appears on the display designated "GOTIX" on the Reuters monitor (or such other page or service as may replace it for the purpose of displaying the offered yield on such Reference 2 year U.S. Dollar LIBOR swap rate) for the first quotation as the Reference 2 year U.S. Dollar LIBOR swap rate occurring on or after 10:00 a.m. (Hong Kong time) on the Determination Date.

(b) "Determination Date" means 13th June, 1996.

The Company has also agreed that once Daewoo Securities Co. Ltd. has calculated the percentage of principal amount at which Bonds will be redeemed on 18th June, 1998 in accordance with the formula set out in Condition 7(d) of the Bonds, the Company will give notice to Bondholders of such percentage in accordance with Condition 14 of the Bonds as soon as reasonably possible after 13th June, 1996 but in any event, not later than the fifth London business day thereafter.

Bondholders who have exercised their option to have Bonds redeemed on 18th June, 1996 and who wish to revoke such exercise may do so by delivering written notification to the Paying Agent, with whom the relevant notice of redemption and sale was deposited, at any time no later than 5:30 p.m. (local time of the city where the relevant Paying Agent is located) (or the place of the specified office, as set out below, of the relevant Paying Agent) on 13th June, 1996.

The Company will be unable to redeem Bonds at its option prior to 1st January, 1999, unless the Closing Price of the Shares for each of 20 consecutive trading days, the last of which occurs not more than 30 days prior to the date upon which notice of such redemption is published, is greater than both (i) 140 per cent of the Conversion Price in effect on such trading day, and (ii) the percentage of the Conversion Price to effect on such trading day that is the same as the 1998 Put Price (as defined in Condition 7(d)) percentage of the principal amount of the Bonds.

The term "Closing Price" for any trading day means the last selling price or, if on sale takes place on such day, the closing bid or offered price to either case as reported by the Korea Stock Exchange for such day or, if the Shares are not listed or admitted to trading on the Korea Stock Exchange, the average of the closing bid and offered prices of the Shares for such day as furnished by an independent member firm of the Korea Stock Exchange selected from time to time by the Company for the purpose and approved by the Trustee. If there shall occur an event giving rise to a change in the Conversion Price during any such 20 trading day period, appropriate adjustments for the relevant days approved by the Trustee shall be made for the purpose of calculating the Closing Price for such days.

The term "trading day" means a day when the Korea Stock Exchange is open for business. If no price is afforded as reported on the Korea Stock Exchange (or furnished by a member firm as aforesaid) for one or more consecutive trading days, such day or days will be disregarded in the relevant calculation and will be deemed not to have occurred when ascertaining such 20 trading day period.

It is for Bondholders to decide whether the 1998 Put Price adequately compensates them for deciding not to exercise their option to require the Company to redeem, or at the option of the Company, purchase all or some only of the Bonds held by them on the 1998 Put Date.

All Bondholders contemplating taking any action in respect of the matters contained in this notice should seek independent advice as to their own position and, if in any doubt, should also seek independent financial advice.

Copies of the Supplemental Trust Deed which implements the above amendments are available at the specified offices of each of the Paying Agents set out below.

<p><b>Bankers Trust Company</b> 1 Appold Street Bridgetown Barbados, BZCA 2HE</p>	<p><b>Paying Agents</b> Bankers Trust Luxembourg S.A. P.O. Box 877 14 Boulevard F.D. Roosevelt L-2450 Luxembourg</p>	<p><b>Swiss Bank Corporation</b> 1 Aachenstrasse CH-4002 Bank Zurich, Switzerland</p>
<p>Daewoo Telecom Ltd.</p>		

3rd May, 1996

COMPANIES AND FINANCE: ASIA-PACIFIC

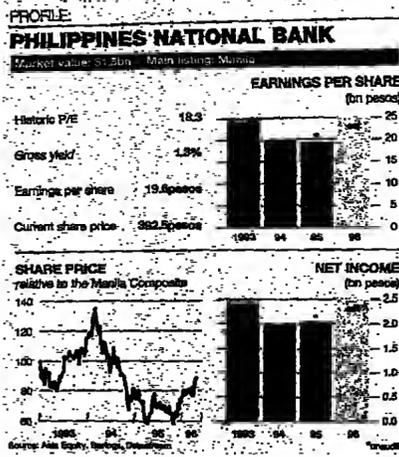
PNB on brink of a cultural revolution

The Philippines' second-largest bank sees move to private status as an opportunity, writes Edward Luce

The Philippine National Bank's sarcophagus-like headquarters in Manila symbolises for many the enormity of the task confronting the management of the recently-privatised bank.

view the ownership change as an opportunity rather than a problem. Freed from the often arcane regulations of government ownership, PNB will after June be able to purchase new computer equipment without having to wade through red tape for permission from the National Computer Board.

With majority ownership in private hands, PNB will be able to take advantage of freedom of manoeuvre to invest in the banking industry's fastest growing sectors notably consumer lending and credit card services.



PNB is in a good position to exploit the 30 per cent per annum growth in the Philippine banking sector," says Mr Alex Pomeroy, chief researcher at ING Barings in Manila.

S Korean securities firms fall into the red

South Korea's 33 securities firms posted a combined pre-tax net loss of Won590bn (\$758m) in the year to March 31, against a pre-tax profit of Won769.8bn a year ago, the Securities Supervisory Board said yesterday.

NEWS DIGEST

Macquarie Bank plans July debut

Macquarie Bank, Australia's only substantial investment bank, announced yesterday that it expected to make its stock market debut in July or August this year.

Fertilisers group ahead

Nagarjuna Fertilisers, the Indian chemicals group, reported net profits up 14.6 per cent to Rs2.21bn (\$68.87m) in the year to March 31.

CESC shows 28% profits gain

CESC, the utility with exclusive right to produce power for distribution in Calcutta, increased its net profits by 28 per cent to Rs977m (\$26.95m) in the year to March 31.

Resources arm for RMB

South Africa's Rand Merchant Bank yesterday announced the launch of a new mineral resources arm to be known as RMB Resources.

Transformation of an Indian banking traditionalist

After a somewhat lacklustre early history, the Bank of Rajasthan (BoR) is now outstripping its competitors: last year, it saw deposits grow by one-third.

exposure to a single client had to be less than Rs50m. According to the Indian Banking Regulation Act, a bank cannot lend more than 25 per cent of its net worth (capital plus reserve) to a single client.

has its roots in Rajasthan, we are looking at the Marwari enterprises as our niche market," says Mr Chordia.

cost of raising funds and the income from lending of 4.11 per cent is among the best in the industry. The Indian banks in general have a low capital adequacy ratio.

The once conservative private bank is pursuing aggressive policies, writes Kunal Bose

In the management, BOR raised fresh capital by way of a rights issue at a premium and also by offering shares to its employees.

tional north India focus has started. Some things, however, have stayed the same. "When it comes to choosing new clients, we apply the same old conservative yardstick," a BoR spokesman says.

However, BoR's priority sector advances, as a percentage of total advances during 1994-95, amounted to 22.94 per cent against the statutory requirement of 40 per cent.

BOSTON PACIFIC GROWTH INVESTMENT FUND, SICAV. NOTICE OF MEETING. AGENDA. Includes details of shareholder meetings and fund performance.

BOSTON GLOBAL CAPITAL APPRECIATION FUND, SICAV. NOTICE OF MEETING. AGENDA. Includes details of shareholder meetings and fund performance.

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COMPANIES AND FINANCE: THE AMERICAS

Amexco to issue credit cards through banks

By Richard Waters in New York

American Express yesterday announced its intention to issue charge and credit cards through banks in the US, a move which will bring to a head a long-stemmed dispute with Visa, another leading payments brand.

The payment organisation had proposed a similar by-law in Europe, a move which provoked an official complaint from American Express. Yesterday Visa said it was no longer proposing an extension of the rule to Europe.

Mr Harvey Golub, American Express chairman, yesterday took the battle to the US, the rival card groups' home turf. At a speech at a card industry conference in Atlanta, he issued a direct invitation to bank executives to start issuing his group's cards.



Harvey Golub, Amexco chief: 'The issue is freedom of choice'

YPF's tax bill offsets boost from oil prices

By David Pilling in Buenos Aires

Higher crude oil prices and volumes helped YPF, the Argentine hydrocarbons group, raise operating income to \$292m, a 32 per cent rise from the same period last year.

News Corp states tax compliance

News Corporation, the media and entertainment group headed by Rupert Murdoch, said yesterday that it "has fully complied with its obligations under all tax laws to which it is subject".

CBS buy hurts Westinghouse

By Richard Waters

Westinghouse Electric suffered an after-tax loss, before one-off items, of \$126m in the first three months of the year, reflecting continuing efforts by the broad-based US conglomerate to transform itself into a media-centred company.

future. Westinghouse has sold businesses to pay off \$3.5bn of the debt related to the CBS acquisition, helping to reduce its future interest costs.

increased demand in power generation", Mr Jordan said. Westinghouse's latest results reflect other aspects of its extensive restructuring.

Banco do Brasil issue fails to tempt

By Jonathan Wheatley in São Paulo

An issue of R\$6bn (US\$3,060m) in shares in Banco do Brasil, Brazil's biggest bank, seems certain to attract few takers among the bank's minority shareholders before their preferential right to buy expires on Tuesday.

Mr Pedro Parente, the finance ministry official responsible for the restructuring programme, is confident of success. "If the Treasury has to step in, that won't be a problem," he said.

Menu change at McDonald's

By Richard Tomkins in New York

McDonald's, the world's largest fast food chain, is planning to make its most important menu change in 15 years with the US launch next week of a new type of burger called the Arch Deluxe.

lettuce and tomato - a popular combination in the US - and is served in a potato-flour bun. The burger is intended to have a home-made feel, containing leaf lettuce that looks torn instead of shredded in order to make it look less processed.

McDonald's added that it had no plans to introduce the Arch Deluxe to markets outside North America "at this time". The company's last big product introduction was Chicken McNuggets in 1981.

"It's undeniable that with the shares at their current level there is little incentive for anyone to take up the offer," Mr Carlos Gilberto Caetano, financial director, said. Any shares unsold after the offer expires will be bought by the bank's controlling shareholder, the national Treasury.

BOSTON STRATEGIC INCOME FUND, SICAV. NOTICE OF MEETING. AGENDA. Includes details of the merger proposal and shareholder meeting procedures.

BOSTON INCOME INVESTMENT FUND, SICAV. NOTICE OF MEETING. AGENDA. Includes details of the merger proposal and shareholder meeting procedures.

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COMPANIES AND FINANCE: UK

Announcement expected in near future following the government's blocking of bid from PowerGen US utilities line up for Midlands Electric

By Patrick Harverson

Midlands Electricity is expected to announce within the next few days that it has received a formal takeover offer from a US utility.

The regional electricity company has attracted bid approaches from several US utilities since last Wednesday, when the government unexpectedly blocked the £1.95bn (\$2.94bn) takeover of Midlands by PowerGen, the generating group. Mr Bryan Townsend, chairman, is believed to have held preliminary talks with the potential bidders.

Although their identities are not known, about half a dozen large US utility groups have expressed an interest in expanding into the UK electricity market. They include General Public Utilities, Houston Industries, Pacific Gas & Elec-

tric, Mission Energy, Duke Power and Florida Power & Light. A US bid for Midlands has been expected by the stock market since Mr Lang's decision to rule against the PowerGen takeover and the separate bid for Southern Electric by another generator, National Power.

His view that an English generator should not be allowed to own a regional distributor because it would hinder competition was seen as opening the way for foreign companies to buy the remaining independent rees.

After the government sanctioned takeovers of the distributors in 1995, many of the rees were bought in a flurry of takeover activity. Until the generators' bids were blocked, only four remained independent - London, East Midlands, Yorkshire and Northern, which suc-

cessfully fought off a takeover attempt by Trafalgar House.

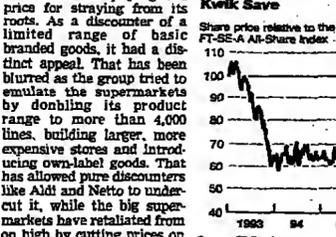
Although only one ree, the south-west-based South, was acquired by a US buyer - Southern Company of Atlanta - analysts expected other US utilities to enter the UK market.

Midlands is one of the largest electricity distributors in the UK, with 2.16m customers. In December it announced interim pre-tax profits of £92.7m on sales of £281.6m. In the year to March 31 1995 profits were £178m on sales of £1.46bn.

The largest shareholder in Midlands is PowerGen, which owns 21 per cent, a stake acquired since the generator announced an agreed acquisition of the ree last September. Yesterday Midlands shares rose 5p to 385p, giving a market capitalisation of £1.47bn.

LEX COMMENT Kwik Save

Kwik Save is paying the price for staying from its roots. As a discount store of a limited range of basic branded goods, it had a distinct appeal. That has been blurred as the group tried to emulate the supermarkets by doubling its product range to more than 4,000 lines, building larger, more expensive stores and introducing own-label goods. That has allowed pure discounters like Aldi and Netto to undercut it, while the big supermarkets have retaliated from on high by cutting prices on the typical Kwik Save shopping basket. Tesco, for instance, is selling baked beans that cost 15p a can at 3p. Kwik Save is being horribly squeezed in the middle. Yesterday's interim results showed volumes, market share and sales per sq ft all declining, while costs shot up 19 per cent. As a result, profits are expected to fall a third to £26m this year and remain static at best in 1997. The sinking shares suggest that Kwik Save cannot survive in this no man's land between the supermarkets and the discounters and the group's root-and-branch review is a belated recognition of this.



However its management seems wedded to continued expansion - albeit at a slower pace - and is planning to spend heavily on modernising distribution and computer systems. To cover that investment will require even higher volumes, just at a time when the group's rapidly falling returns on capital makes new store openings harder to justify. A more prudent approach might be for Kwik Save to retrench to being a limited range discounter, cut costs and fight the competition on its home ground.

Body Shop promises to pay more generous dividends

By Christopher Brown-Humes

Body Shop International, the cosmetics group, yesterday promised more generous dividends in a rapprochement with the City that follows its decision to remain a public company.

The group announced a 55 per cent increase in its final dividend to 2.32p, in spite of a slight fall in pre-tax profits from £33.5m to £32.7m for the year to March 2. The total payout of 3.4p - up 42 per cent - is payable from earnings per share up 15 per cent at 9.8p.

Investors, who had been pressing the company for higher payouts, responded positively to the announcement. The shares rose 19p to 179p. Body Shop has been a significant market underperformer over the last two years.

The group said it would increase its dividend by more than earnings over the next two years, reducing its cover to the sector average of about two and a half times.

Mr Gordon Roddick, chairman, acknowledged that the group was responding to institutional pressure. "They told us: 'your balance sheet is strong, but your dividend is pitiful'."

Share rose 16 per cent to £51m (£51m), but profits fell because of a £1.3m operating loss in the competitive US mar-



Gordon and Anita Roddick: criticised for 'pitiable dividend'

ket and because costs - at a time of rapid international expansion - outran sales growth.

The US problems are being tackled through cost-cutting, higher promotional spending, and product launches. The group said US expansion would slow this year and it could close up to 10 poorly-performing stores.

The UK produced a resilient performance, with unchanged operating profits of £12.9m bol-

stered by the performance of its direct home selling unit. But the star performer was Asia, where operating profits surged 93 per cent to £10.8m on turnover up 63 per cent at £33.5m.

The company abandoned plans to go private in March, in part so as not to impede its international expansion drive. It plans to open a further 120 stores this year, mainly franchised, to build on its 1,400-strong worldwide network.

DIGEST Laura Ashley/L'Oréal deal

Laura Ashley, the clothing and home furnishings group, has signed a licensing deal with French group L'Oréal. The two are to produce a range of perfumes and cosmetics to be sold under the Laura Ashley name.

The development costs of the deal represent a "serious amount of cash", according to Mr Stephen Cox, Laura Ashley director of legal and commercial services.

Mr Cox said yesterday a "long-term" agreement had "greater potential" than the 10 other licensing agreements the group has, ranging from sunglasses to ceramics.

Laura Ashley shares rose 9p to a year's high of 215p. L'Oréal closed down 27p at 171p.

Bodycote buys Hauer stake

Bodycote International has bought a 51 per cent stake in Hauer Industries of the Netherlands for £3.47m cash. It has an option to acquire the remaining 49 per cent of the share capital on a profit related formula.

The deal is a further step in Bodycote's strategy of building a European network of sub-contract heat treatment processing centres which now totals 12.

CRH expands in Netherlands

CRH, the international building group, said its Van Neebros subsidiary had bought Kelders Group, the roofer, and Van der Schoot, the wholesaler and distributor, for £12.2m (£12.4m) cash, including debt assumed. Goodwill on the acquisitions amounted to about £4m.

The company said combined trading profits in 1995 for Kelders and Van der Schoot amounted to £12m on combined sales of £24m. The deals will increase the group's merchandising outlets in the country to 43.

BANK GESELLSCHAFT BERLIN

Annual General Meeting 1996

We are pleased to invite our shareholders to our Annual General Meeting which will be held on Friday, 14 June 1996 at 10.00 a.m. in the International Congress Centre Berlin, Hall 1, Messedamm, 14055 Berlin-Charlottenburg.

Agenda (Summary Version)

- 1. Presentation of the Annual Financial Statements and the Management Report for the 1995 financial year with the Report of the Supervisory Board; Presentation of the Consolidated Financial Statements and Group Management Report for the 1995 financial year
2. Appropriation of distributable profit
3. Ratification of the acts of management of the Board of Management for the 1995 financial year
4. Ratification of the acts of management of the Supervisory Board for the 1995 financial year
5. Authorization to acquire own shares
6. Authorization to alter nominal amounts of shares, to create DM 5 shares and to amend the Articles of Association
7. Election of auditors for the 1996 financial year

GRAND PACIFIC HOLDINGS LTD
USD20,000,000 - FRN DUE 2000
INTEREST RATE: 6.39766%
INTEREST PERIOD: FROM 03.05.1996 TO 04.11.1996
INTEREST PAYABLE PER USD 250,000 - NOTE: USD 8,219.22
BY FUJI BANK (LUXEMBOURG) S.A.

To Advertise Your Legal Notices
Please contact
Lesley Swainson on
Tel: +44 0171 873 3308
Fax: +44 0171 873 3064

ENGELS-HOLLANDSE BELEGINGS TRUST N.V.
(Participation Certificates)
NOTICE IS HEREBY GIVEN that the gross dividend for 1995 on the Participation Certificates of Dfl. 1.50 (one florin and fifty cents) will be payable in Sterling on or after 10th May 1996 against presentation of coupon no. 40.

BOSTON EQUITY INVESTMENT FUND, SICAV
Société d'Investissement à Capital Variable
Registered office: 69, route d'Esch, L-1470 Luxembourg R.C. Luxembourg B 25254
NOTICE OF MEETING
Since no quorum as required by law was present at the extraordinary shareholders' meeting of April 24, 1996, notice is hereby given to the Shareholders of BOSTON EQUITY INVESTMENT FUND, SICAV (the "Company") that the SECOND extraordinary shareholders' meeting will be held before notary on June 6, 1996 at 9.30 a.m. local time at the registered office with the following agenda:

BOSTON U.S. GOVERNMENT INCOME FUND, SICAV
Société d'Investissement à Capital Variable
Registered office: 69, route d'Esch, L-1470 Luxembourg R.C. Luxembourg B 26470
NOTICE OF MEETING
Since no quorum as required by law was present at the extraordinary shareholders' meeting of April 24, 1996, notice is hereby given to the Shareholders of BOSTON U.S. GOVERNMENT INCOME FUND, SICAV (the "Company") that the SECOND extraordinary shareholders' meeting will be held before notary on June 6, 1996 at 11.00 a.m. local time at the registered office with the following agenda:

BOSTON LIQUIDITY MANAGEMENT FUND, SICAV

Société d'Investissement à Capital Variable
Registered office: 69, route d'Esch, L-1470 Luxembourg R.C. Luxembourg B 25257

NOTICE OF MEETING

Since no quorum as required by law was present at the extraordinary shareholders' meeting of April 24, 1996, notice is hereby given to the Shareholders of BOSTON LIQUIDITY MANAGEMENT FUND, SICAV (the "Company") that the SECOND extraordinary shareholders' meeting will be held before notary on June 6, 1996 at 4.00 p.m. local time at the registered office with the following agenda:

AGENDA

Approval of the merger by absorption of the Company by BOSTON INTERNATIONAL FUND II, SICAV (formerly BOSTON BRAZIL INVESTMENT FUND, SICAV) together with BOSTON MULTI-CURRENCY FUND, SICAV, all Luxembourg sociétés d'investissement à capital variable with registered office at 69, route d'Esch, L-1470 Luxembourg;

and upon hearing:
(1) the report of the Board of Directors in relation to the merger proposal (the "Merger Proposal");
(2) the audit report prescribed by article 286 of the Luxembourg law on commercial companies and prepared by Coopers & Lybrand, 16, rue Eugène Ruppert, L-2453 Luxembourg;

subject to the approval of the Merger Proposal by the Shareholders of BOSTON MULTI-CURRENCY FUND, SICAV and BOSTON INTERNATIONAL FUND II, SICAV in their respective Extraordinary Shareholders' Meeting;

(3) to state the accomplishment of the formalities prescribed by article 287 of the law on commercial companies;

(4) to approve and ratify the Merger Proposal published in the Mémorial, Recueil Spécial des Sociétés et Associations;

(5) to accept the issue of shares of BOSTON INTERNATIONAL FUND II, SICAV in the new compartments as follows:

- BOSTON INTERNATIONAL FUND II - LIQUIDITY MANAGEMENT, in exchange for the contribution of all assets and liabilities of BOSTON LIQUIDITY MANAGEMENT FUND, SICAV in the proportion of 1 new Class B share of BOSTON INTERNATIONAL FUND II - LIQUIDITY MANAGEMENT for each cancelled Class B share of BOSTON LIQUIDITY MANAGEMENT FUND, SICAV;

- BOSTON INTERNATIONAL FUND II - MULTI-CURRENCY in exchange for the contribution of all assets and liabilities of BOSTON MULTI-CURRENCY FUND, SICAV in the proportion of 1 new Class B share of BOSTON INTERNATIONAL FUND II - MULTI-CURRENCY for each cancelled Class B share of BOSTON MULTI-CURRENCY FUND, SICAV;

There will be no quorum requirement and the resolutions will be passed by a majority of 2/3 of the shareholders present or represented and voting at the meeting. Each share is entitled to one vote.

The Shareholders on record at the date of the meeting are entitled to vote or give proxies.

Proxies should arrive at the registered office of the Company at least 48 hours before the meeting.

The following documents are at the Shareholders' disposal for examination at the registered office of the SICAV (copies may be obtained without cost):

- the Merger Proposal;

- the three last annual financial reports with management reports of BOSTON LIQUIDITY MANAGEMENT FUND, SICAV, BOSTON MULTI-CURRENCY FUND, SICAV and BOSTON BRAZIL INVESTMENT FUND, SICAV;

- the reports of the Board of Directors of BOSTON LIQUIDITY MANAGEMENT FUND, SICAV, BOSTON MULTI-CURRENCY FUND, SICAV and BOSTON BRAZIL INVESTMENT FUND, SICAV on the Merger Proposal;

- the report of the independent auditor, Coopers & Lybrand, with respect to the Merger Proposal.

By order of the Board of Directors

BOSTON MULTI-CURRENCY FUND, SICAV

Société d'Investissement à Capital Variable
Registered office: 69, route d'Esch, L-1470 Luxembourg R.C. Luxembourg B 30223

NOTICE OF MEETING

Since no quorum as required by law was present at the extraordinary shareholders' meeting of April 24, 1996, notice is hereby given to the Shareholders of BOSTON MULTI-CURRENCY FUND, SICAV (the "Company") that the SECOND extraordinary shareholders' meeting will be held before notary on June 6, 1996 at 4.30 p.m. local time at the registered office with the following agenda:

AGENDA

Approval of the merger by absorption of the Company by BOSTON INTERNATIONAL FUND II, SICAV (formerly BOSTON BRAZIL INVESTMENT FUND, SICAV) together with BOSTON LIQUIDITY MANAGEMENT FUND, SICAV, all Luxembourg sociétés d'investissement à capital variable with registered office at 69, route d'Esch, L-1470 Luxembourg;

and upon hearing:
(1) the report of the Board of Directors in relation to the merger proposal (the "Merger Proposal");
(2) the audit report prescribed by article 286 of the Luxembourg law on commercial companies and prepared by Coopers & Lybrand, 16, rue Eugène Ruppert, L-2453 Luxembourg;

subject to the approval of the Merger Proposal by the Shareholders of BOSTON LIQUIDITY MANAGEMENT FUND, SICAV and BOSTON INTERNATIONAL FUND II, SICAV in their respective Extraordinary Shareholders' Meeting;

(3) to state the accomplishment of the formalities prescribed by article 287 of the law on commercial companies;

(4) to approve and ratify the Merger Proposal published in the Mémorial, Recueil Spécial des Sociétés et Associations;

(5) to accept the issue of shares of BOSTON INTERNATIONAL FUND II, SICAV in the new compartments as follows:

- BOSTON INTERNATIONAL FUND II - MULTI-CURRENCY in exchange for the contribution of all assets and liabilities of BOSTON MULTI-CURRENCY FUND, SICAV in the proportion of 1 new Class B share of BOSTON INTERNATIONAL FUND II - MULTI-CURRENCY for each cancelled Class B share of BOSTON MULTI-CURRENCY FUND, SICAV;

- BOSTON INTERNATIONAL FUND II - LIQUIDITY MANAGEMENT in exchange for the contribution of all assets and liabilities of BOSTON LIQUIDITY MANAGEMENT FUND, SICAV in the proportion of 1 new Class B share of BOSTON INTERNATIONAL FUND II - LIQUIDITY MANAGEMENT for each cancelled Class B share of BOSTON LIQUIDITY MANAGEMENT FUND, SICAV;

There will be no quorum requirement and the resolutions will be passed by a majority of 2/3 of the shareholders present or represented and voting at the meeting. Each share is entitled to one vote.

The Shareholders on record at the date of the meeting are entitled to vote or give proxies.

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- the three last annual financial reports with management reports of BOSTON MULTI-CURRENCY FUND, SICAV, BOSTON LIQUIDITY MANAGEMENT FUND, SICAV and BOSTON BRAZIL INVESTMENT FUND, SICAV;

- the reports of the Board of Directors of BOSTON MULTI-CURRENCY FUND, SICAV, BOSTON LIQUIDITY MANAGEMENT FUND, SICAV and BOSTON BRAZIL INVESTMENT FUND, SICAV on the Merger Proposal;

- the report of the independent auditor, Coopers & Lybrand, with respect to the Merger Proposal.

By order of the Board of Directors

This advertisement is issued in compliance with the requirements of the London Stock Exchange Limited. It does not constitute an invitation to the public to subscribe for, or purchase, any securities. Application has been made to the London Stock Exchange for the whole of the ordinary share capital of The Maiden Group plc ("the Company") issued, and now being issued, to be admitted to the Official List. It is expected that dealings in the ordinary shares of 5p each of the Company will commence on 9th May, 1996.

The Maiden Group plc

(Incorporated in England and Wales under the Companies Act 1985. Registered No. 3050296)

Placing

by Deutsche Morgan Grenfell

of 9,644,991 ordinary shares of 5p each at 22.5p per ordinary share

The Maiden Group plc is one of the largest media owners in the UK outdoor advertising industry. The Group's estate comprises some 25,000 poster sites throughout the UK.

Share capital immediately following the placing

Authorized Issued and fully paid Number Amount Number Amount

52,080,000 £2,604,000.00 ordinary shares 39,306,517 £1,965,325.85 of 5p each

The ordinary shares now being issued pursuant to the placing will, on admission to the Official List, rank pari passu in all respects with the existing issued ordinary shares of the Company and will rank in full for all dividends and other distributions therefrom declared, made or paid on the ordinary share capital of The Maiden Group plc.

6,986,364 ordinary shares are being issued in the placing.

A prospectus and listing particulars will be published on 2nd May, 1996 and copies are available during normal business hours on any business day from the Company Announcements Office, London Stock Exchange Tower, Canal Court entrance, off Bartholomew Lane, London EC2, for collection only, up to and including 6th May, 1996 and during normal business hours on any business day up to and including 16th May, 1996.

Deutsche Morgan Grenfell Co. Limited

23 Great Winchester Street London EC2

NarWest Wood Mackenzie & Co. Limited

135 Bishopsgate London EC2

3rd May, 1996

LORRAINE INVESTMENTS LUXEMBOURG S.A.

39, Boulevard Royal, L-2449 Luxembourg R.C. Luxembourg B 47,798

The Annual General Meeting of Shareholders of LORRAINE INVESTMENTS LUXEMBOURG S.A. will be held at the HOTEL "LE ROYAL", 12, Boulevard Royal, L-2449 LUXEMBOURG, on

Saturday May 11th, 1996 at 2.00 p.m.

In order to discuss the following matters:

AGENDA

1. Report of the Board of Directors

2. Report of the Independent Auditor

3. Approval of the Annual Accounts as at December 31st, 1995

4. Allocation of Results as at December 31st, 1995

5. Discharge to the Directors and to the Statutory Auditors

6. Statutory elections

7. Any other matters

Holders of bearer share certificates have to deposit their shares no later than May 6th, 1996 at Banque de Luxembourg S.A. or at any other recognized bank.

The Board of Directors

NOTICE OF PARTIAL REDEMPTION TO HOLDERS OF DOMUS MORTGAGE FINANCE NO.1 PLC

£100,000,000 MORTGAGE BACKED FLOATING RATE NOTES DUE 2014

Notice is hereby given that in accordance with Conditions 5(b) and 18 of the Notes, the Issuer hereby gives notice to redeem £400,000.00 principal amount of Notes, selected randomly as detailed below. The date set for the mandatory redemption is the next coupon payment date being, 10 June 1996, and the Notes will be redeemed at their principal amount plus accrued interest. Payment will be made against surrender of the Notes, together with all appurtenant Coupons maturing after the date set for redemption at the offices of the Paying Agents, named on the Notes. On and after 10 June 1996, the redeemed Notes will cease to accrue interest.

The amount of any missing uncashed Coupons will be deducted from the sum due for payment. Any amount of principal so deducted will be paid against surrender of the relative missing Coupons within five years from the date of payment. The redeemed Notes will become void unless presented for payment within ten years of the redemption date.

The nominal amount that will be outstanding after the Notes listed below have been redeemed is £17,000,000.00.

The Serial Numbers drawn for mandatory redemption are as follows:

134 339 628 809

CHEMICAL

Principal Paying Agent Dated 5 May 1996

ARTAL GROUP S.A.

39, Boulevard Royal, L-2449 Luxembourg R.C. Luxembourg B 44,470

The Annual General Meeting of Shareholders of ARTAL GROUP S.A. will be held at the HOTEL "LE ROYAL", 12, Boulevard Royal, L-2449 LUXEMBOURG, on

Saturday May 11th, 1996 at 3.00 p.m.

In order to discuss the following matters:

AGENDA

1. Report of the Board of Directors

2. Report of the Independent Auditor

3. Approval of the Annual Accounts as at December 31st, 1995

4. Allocation of Results as at December 31st, 1995

5. Discharge to the Directors and to the Statutory Auditors

6. Statutory elections

7. Any other matters

Holders of bearer share certificates have to deposit their shares no later than May 6th, 1996 at Banque de Luxembourg S.A. or at any other recognized bank.

The Board of Directors

COMPANIES AND FINANCE: UK

North American profits almost double on pick-up in Lipton tea sales

Brazil star turn for Unilever

By Frederick Oram, Consumer Industries Editor

Latin America, led by Brazil, was star performer for Unilever in a first quarter marked by moderate underlying volume and profits growth.

Sir Michael Perry, chairman of the Anglo-Dutch consumer goods group, said overall pre-tax profits of £513m at current exchange rates were up 12 per cent from a year earlier.

Analysts estimated Unilever achieved volume growth of about 9 per cent in Brazil. Excluding an extraordinary loss this year and a gain a year earlier from disposals, underlying operating profits in Latin America were up 35 per cent.

Other developing markets appeared mixed despite Unilever's efforts to generate strong profits growth from

them to compensate for mature markets in Europe and North America.

Profits from Asian and Pacific markets were up 58m to £92m but good gains in developing countries were offset by weaker performances in Australia and Japan, analysts believe.

North American profits almost doubled to £102m. A large proportion of the rise reflected a pick-up in Lipton tea sales. North American sales were up 11 per cent at £1.47bn, but volume growth was probably only 4 per cent.

European operating profits were flat at £263m, but the latest period included some £15m in exceptional costs, in the view of analysts. Quarter-end net debt rose from £1.98bn to £2.78bn.

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Sir Michael Perry: growth of 12% at current exchange rates

Seven Seas sale nets £150m for Hanson

By Motoko Rich

Hanson, the industrial conglomerate which is planning a four-way demerger, yesterday announced the £150m (£220m) sale of Seven Seas, its UK vitamin supplement business, to Merck, the German drugs group.

The sale brings the total raised by its disposal programme to more than £2bn, exceeding a target set last December by Mr Derek Bonham, chief executive.

Mr Christopher Collins, Hanson vice chairman, said that plans for demerger were "very much on track", but he declined to be drawn on whether the group planned further disposals.

Mr Ted Roberts, board mem-

ber responsible for worldwide pharmaceuticals at Merck, said it had been looking for an over-the-counter business in the UK for some time. "We wanted to expand our OTC business because we have a pretty strong presence already in Germany, Spain, Italy and France," Seven Seas would be the group's first OTC business in the UK, where it also runs a generics business and pharmaceutical operations. It would also complement other vitamin and mineral activities in Germany, Italy and Spain.

He said the group had been talking to Hanson for about five months. Mr Collins said Merck had "emerged from other bidders".

Merck has paid well over twice Seven Seas' sales of

£59.3m in the year to September 30 1995.

Hanson declined to disclose the business' profits or net assets, but Mr Collins said: "Most of the value of Seven Seas is in the brand rather than in tangible assets."

Mr Roberts said Merck would maintain Seven Seas' current management. He added: "We see opportunities to move some of the Seven Seas operations out of the UK into other markets and vice versa. We might be able to use Seven Seas to introduce our other products into the UK."

He said the group was looking for an acquisition in the US generic market. "We have talked to a lot of companies but I really have not found anything I like."

Kwik Save reviews strategy following decline of 28%

By David Blackwell

Kwik Save, the UK's biggest discount grocer, announced a strategic review yesterday as interim profits fell 28 per cent.

Shares in the group, which is suffering price competition from supermarkets and discount stores, fell 40p to 428p.

Pre-tax profits fell from £81.6m to £44.2m (£67m) in the 26 weeks to March 9. Sales rose from £1.7bn to £1.84bn, but like-for-like sales were flat.

Mr Graeme Bowler, chief executive, said the group had never experienced such fierce trading conditions and "their reversal in the short term is unlikely". He warned of a reduction in gross margins in

the second half. "The review, to be conducted by Arthur Andersen, the consultants, would look at 'everything and anything'. It would be completed by the end of July, but no announcement was likely before November."

Analysis doubted that any changes following the review would take effect for two or three years. "Reviews are usually a euphemism for big write-offs and provisions," said one.

"The management needs to go back to zero and find a viable proposition for the market."

Full-year forecasts were cut yesterday from £100m to about £65m. This is about the same as 1990's figure - but selling space has since doubled.

Kwik Save has 987 stores, which Mr Bowler describes as "discount supermarkets". It has increased its range from 1,000 to more than 4,000 lines, but faces competition from much bigger supermarkets, and from discount chains such as Aldi and Netto.

Store openings are continuing to increase. Mr Bowler said 150 openings last year had had an impact on 150 Kwik Save stores.

Overheads rose 19 per cent from £169.5m to £201.6m, partly because of the Shoprite acquisition in Scotland in 1994. Sales were running 50 per cent higher but an operating loss was expected for the year.

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RESULTS

Table with columns: Company, Turnover (£m), Pre-tax profit (£m), EPS (p), Current payment (p), Date of payment, Dividends (p), Total for year, Total last year

Table with columns: Investment Trusts, NAV (p), Attributable earnings (p), EPS (p), Current payment (p), Date of payment, Corresponding dividend, Total for year, Total last year

Earnings shown basic. Dividends shown net. Figures in brackets are for corresponding period. \*After exceptional charge. †On increased capital. SUGM stock.

ALLIANCE LEICESTER

Alliance & Leicester Building Society £250,000,000 Floating Rate Notes due 1999

For the Interest Period 30th April, 1996 to 30th July, 1996, the Notes will carry a Rate of Interest of 6.120% per cent. per annum with interest amounts of £152.17 per £100,000 principal and £1,521.72 per £1,000,000 principal payable on 30th July, 1996.

Limited on the Luxembourg Stock Exchange.

Bankers Trust Company, London Agent Bank

London Forfeiting And Limited

This advertisement appears as a matter of record only

London Forfeiting Company Plc

US\$ 50,000,000 Term Loan Facility

US\$ 7,000,000 TRANCHE A LOAN

(for the purchasing of Negotiable Instruments arising from Exports by Italian Small and Medium Sized Enterprises)

US\$ 43,000,000 TRANCHE B LOAN

(for the financing of its working capital)

Arrangers

MEDIOCREDITO CENTRALE S.P.A.

ISTITUTO BANCARIO SAN PAOLO DI TORINO S.P.A. - LONDON BRANCH

Co-Arranger

LONDON FINANCE S.R.L.

Agent

ISTITUTO BANCARIO SAN PAOLO DI TORINO S.P.A. - LONDON BRANCH

Lead Managers

MEDIOCREDITO CENTRALE S.P.A.

(as sole lender for the Tranche A Loan)

ISTITUTO BANCARIO SAN PAOLO DI TORINO S.P.A. - LONDON BRANCH

Managers

BANCA CRT - LONDON BRANCH

BANCA NAZIONALE DEL LAVORO - LONDON BRANCH

BANCA POPOLARE DI MILANO - LONDON BRANCH

BANCA POPOLARE DI NOVARA - LONDON BRANCH

BANCA MONTE DEI PASCHI DI SIENA S.P.A. - LONDON BRANCH

Participants

BANCA ITALO - ROMENA

BANCA POPOLARE DI BERGAMO - MUNICH BRANCH

BANCO DI SICILIA - LONDON BRANCH

CARIPLO - LONDON BRANCH

CASSA DI RISPARMIO DI TRENTO E ROVERETO S.P.A.

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FRIDAY MAY 3 1996

UK

Lipton tea

unilever

ICI to put polyester performance chemicals

# Aluminium industry 'very healthy'

By Kenneth Gooding, Mining Correspondent

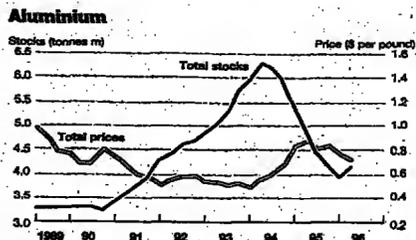
The aluminium industry can this year expect a mirror image of 1995, which "was in like a lion and went out like a lamb". This year started with weaker demand and lower prices but should finish strongly, according to Mr Jacques Bougie, president of Alcan of Canada, the world's second largest aluminium group.

Demand for the metal, which had shown 13 years of continuous growth, would rise again this year by between 2 and 3 per cent, he suggested at presentations to international investors and analysts. That would follow an 11 per cent demand increase in 1994 and one of 2.2 per cent last year.

Prices in 1996 were likely to be a little lower than last year's average of US\$1,830 a tonne.

Although there was about 10m tonnes of shut-down capacity ready to come back into operation, that would all be needed to meet demand, he suggested. More than half of that capacity was owned by two US groups, Alcoa and Reynolds Metals, which faced labour contract negotiations this quarter.

"So there is potential for some short term gyrations in the market," Alcan had 160,000 tonnes of



deliberately vague about the timing of these increases. A final decision about a potential 240,000 tonnes a year aluminium smelter in China to be developed with partners would not be made until 1999.

Mr Bougie looked at two big aluminium markets: beverage cans, the biggest single product using the material, and transport, the biggest single industry customer. He suggested demand from the can makers would continue to grow at an average of 3 per cent a year for the next ten years.

Alcan expected the aluminium content of cars to rise from about 91kg a vehicle to 106kg by early next century. What happened then depended on whether car makers introduced aluminium-intensive vehicles. Mr Bougie pointed out that "not one ounce of present industry capacity has been put in place in anticipation of a future big increase in demand from the auto industry". However, as it took at least three years from design to production for a new car, the aluminium industry could keep pace with that demand as it arose.

Summing up, Mr Bougie declared: "The [aluminium] industry is in a very good situation. The fundamentals are right. Demand is strong. Supply is available. Prices are at a competitive level."

Alcan itself was considering developing a new bauxite (aluminium ore) mine in Australia by 1999 which would cost at least \$100m and there was scope for a 30 per cent increase in the capacity of its present alumina and aluminium smelting capacity. Mr Bougie was

reassessing their uranium deposits, and one Energy Resources of Australia, part of the North group, has submitted a formal application to develop a new underground mine at Jabukka in the Northern Territory.

Any expansion of uranium mining is sensitive, partly because of nuclear concerns and but also because some of the most prospective deposits, including Jabukka, lie within the boundaries of Kakadu National Park (even though they are technically exempted

# Production boost planned at Chilean copper mine

By Kenneth Gooding

Phelps Dodge, the US group, and Sumitomo of Japan are to increase output at their Candalaria copper mine in Chile by more than 70 per cent at a cost of US\$37m.

Candalaria's capacity will be increased from the present 250m lb (113,500 tonnes) annual rate to 425m lb (193,000 tonnes) by the middle of 1998.

The mine, in Chile's Atacama desert, came into production only one year ago. Phelps Dodge and Sumitomo, with the other 80 per cent, spent \$560m on the first phase.

Candalaria is Phelps first substantial operation outside of the US. The company said yesterday that it had wanted to get a better understanding of the ore body before boosting output. The expansion will reduce the expected life of Candalaria from 35 to 19 years.

The expansion is in line with Phelps' objective of doubling its copper production to 2bn lb (907,500 tonnes) by 2002.

Mining activity at Candalaria will be stepped up, and a second semi-autonomous mill and new and expanded concentrating facilities will be required for the expansion. More than 200 extra employees will be needed at the mine, which at present employs 700.

Copper prices firming at the London Metal Exchange yesterday as a strike began at Chile's state-owned Chuquibambilla mine after the management refused to increase a pay offer.

Production at the mine, the world's biggest copper producer, was paralysed yesterday when 98 per cent of the workforce downed tools. But the company said it had enough copper in stock to be able to avoid declaring force majeure on shipments "for at least two weeks".

# Alarm raised about enemy lurking in Africa's fields

Toxic fungi are contaminating maize, writes David Dixon

Millions of families across Africa are damaging their health when they eat their staple food, maize. Harmful fungi lurking in their fields and granaries, are contaminating their daily food. Many researchers warn that the damage done to health and productivity in Africa may be as serious as the AIDS epidemic, because virtually everyone who eats maize can be affected.

Fungi, such as *aspergillus flavus* and *fusarium moniliforme*, produce potent toxins called mycotoxins, which contaminate grain and other foodstuffs, such as peanuts.

Mycotoxins cause tremendous damage in Asia and in Africa, particularly in Mozambique, Kenya and Swaziland, they have been associated with very high rates of liver cancer. A recent survey in West Africa, directed by Dr Kitty Cardwell at the International Institute of Tropical Agriculture in Nigeria, indicates that mycotoxin contamination is widespread in maize. In Benin, over one-third of the farm granaries had high levels of mycotoxins at harvest time and by six months after storage over half were contaminated. Furthermore, farmers and their families were unaware that they were eating infected grain.

In industrialised countries mycotoxin levels are strictly limited to 20 parts per billion or lower. This limit was based on animal studies showing that mycotoxins promoted tumours, reduced fecundity and led to increased morbidity and premature mortality.

Now the impact on people is starting to emerge. At a recent conference, held in Benin by the IITA and funded by Danish International Development Assistance and the International Centre for Research on Cancer, Dr Chris Wild of the International Agency for Research on Cancer presented data showing that *aspergillus flavus* mycotoxins,

known as aflatoxins, were present in the blood of 98 per cent of the people sampled across West Africa and were present in the umbilical cord of newborn babies. A report from the World Bank calculated that the average person, in sub-Saharan Africa, worked for only about half of his or her productive life because of disease. Further data showed that child mortality before the age of 5 was higher than anywhere else in the world. Researchers now believe that the cause may well be high levels of aflatoxins in the diet.

Dr Gita Ramjee, of the Department of Paediatrics and Child Health at the University of Natal, in South Africa, showed that morbidity in children suffering from kwashiorkor (a condition arising from protein malnutrition) increased where aflatoxins were present in their bodies. It is also becoming apparent in West Africa that child vaccination programmes are having unusually high failure rates. Researchers argue that if high levels of aflatoxins are leading to increased morbidity and premature mortality.

At the conference in Benin delegates called for increased research to determine, more precisely, the link between mycotoxins and human health. To co-ordinate this work the Pan African Mycotoxin Institute Committee will set up, with funding from African and international donors, but immediate work will be co-ordinated by the IITA and the African Medical Research Foundation.

In the meantime public awareness campaigns will be stepped up to emphasise the tremendous impact mycotoxins are having in Africa.

Although the traditional granaries may be harbouring fungal spores, contamination can, also, occur in the field. In the US corn belt, for instance, it is known that when maize is stressed, say by drought, the grain cracks and this allows fungal spores to get in. They get in, too, when grain is damaged by field pests.

Methods of harvesting also play a crucial role. Traditionally the crop is dried in the field but this allows the husk to loosen, giving insects and fungal spores easier entry.

For 25 years plant breeders in the US have been trying to develop resistant varieties, but have found no specific gene, or set of genes resistant to *aspergillus flavus*. So they have developed varieties that are more stress tolerant in the field and have tight, thick husks for better storage. In Africa, plant breeders have concentrated more on increasing production, so Dr Cardwell believes that it is time for the breeding emphasis to change. "We cannot improve yield without paying equal attention to the stability of the crop," she insists.

Dr Cardwell is looking for local compounds that will protect the grain as it goes into store. She has examined nine medicinal herbs that, in a liquid extract or powder form, stop the growth of *aspergillus flavus*.

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In the meantime public awareness campaigns will be stepped up to emphasise the tremendous impact mycotoxins are having in Africa.

# Australian Senate launches uranium inquiry

By Nikk Tait in Sydney

Australia's Senate, federal parliament's upper house, yesterday launched a wide-ranging inquiry into the mining and milling of uranium, and the likely impact an expansion of the industry could have on the environment and on health and safety.

The inquiry, which is due to report in early December, will also consider the effectiveness of security agreements for exports.

The inquiry has been triggered by the recent change of federal government and is

likely to spur in uranium mining. Australia is reckoned to have about 30 per cent of the world's known low-enrichment uranium reserves, although at present it accounts for only about 10 per cent of the West's output of the radioactive metal.

For the past decade, under Labour, uranium mining has been restricted to three sites, one of which has been worked out. But the new conservative coalition does not recognise this constraint and no legislative changes are necessary to allow the industry to expand.

Already the country's mining companies have been reassessing their uranium deposits, and one Energy Resources of Australia, part of the North group, has submitted a formal application to develop a new underground mine at Jabukka in the Northern Territory.

Any expansion of uranium mining is sensitive, partly because of nuclear concerns and but also because some of the most prospective deposits, including Jabukka, lie within the boundaries of Kakadu National Park (even though they are technically exempted

from the park restrictions). This has recently been designated a world heritage area, because of its natural features.

The federal government yesterday dismissed the Senate inquiry as a waste of public money, although the resources minister said his department would co-operate with it. However, the probe was warmly endorsed by environmental groups, who urged the government to hold off making any decision on the ERA application until the Senate inquiry's findings had been released.

## COMMODITIES PRICES

### BASE METALS

#### LONDON METAL EXCHANGE

(Prices from Arrivals/Exports Market Trading)

#### ALUMINIUM, 99.7 PURITY (% per tonne)

Cash 3 mths

Close 1620.5-21.5 1651-52

Previous 1621-2 1652-3

High/Low 1616 1654/1637

AM Official 1605.6-5.5 1637-37.5

Karb close 131-83 131-83

Open int. 206.45 206.45

Total daily turnover 59,640

#### ALUMINIUM ALLOY (% per tonne)

Close 1350-60 1390-65

Previous 1340-50 1390-65

High/Low 1341-46 1390/1395

AM Official 131-83 131-83

Karb close 1341-46 1390-65

Open int. 5.58 5.58

Total daily turnover 2,052

#### LEAD (% per tonne)

Close 831-3 821-2

Previous 826-10 799-90

High/Low 824/825 825/826

AM Official 823-4 812.5-3

Karb close 34,296 34,296

Open int. 8,952 8,952

Total daily turnover 18,314

#### NICKEL (% per tonne)

Close 8065-75 8150-55

Previous 7945-55 8045-50

High/Low 8050-60 8200/8100

AM Official 8140-50 8140-50

Karb close 36,532 36,532

Open int. 18,314 18,314

#### TIN (% per tonne)

Close 6585-85 6585-85

Previous 6540-80 6585-85

High/Low 6580-80 6600-80

AM Official 6600-80 6570-80

Karb close 16,782 16,782

Open int. 4,838 4,838

#### ZINC, special high grade (% per tonne)

Close 1096-57 1081-52

Previous 1028-53 1058-53

High/Low 1000-5 1059/1054

AM Official 1060-5-5 1050-61

Karb close 71,798 71,798

Open int. 15,964 15,964

#### COPPER, grade A (% per tonne)

Close 2708-13 2680-52

### Precious Metals continued

#### GOLD COMEX (100 Troy oz \$/roy oz)

Sett price change High Low Vol Open

May 394.1 +0.8 - - - - -

Jun 392.7 +0.8 395.8 393.8 40,381 102,229

Jul 398.2 +0.8 398.2 398.2 1,146 21,015

Aug 1921-02 1921-02 1921-02 1921-02

Dec 403.2 +1.1 403.5 401.0 1,215 27,128

Feb 405.7 +1.2 - - - - -

Total 46,288 208,788

#### PLATINUM NYMEX (50 Troy oz \$/roy oz)

Sett price change High Low Vol Open

Jul 407.8 +1.8 408.6 405.5 2,863 10,798

Aug 418.7 +1.8 419.0 411.0 281 2,548

Jul 415.5 +1.8 415.0 415.0 1 910

Apr 418.2 +1.8 - - - - -

Total 2,867 26,994

#### PALLADIUM NYMEX (100 Troy oz \$/roy oz)

Sett price change High Low Vol Open

Jul 136.25 +3.00 136.50 134.75 80 3,200

Jul 137.25 +2.25 137.25 137.00 221 2,558

Dec 136.50 +3.00 136.00 137.50 100 3,200

Total 1,007 4,108

#### SILVER COMEX (5,000 Troy oz \$/roy oz)

Sett price change High Low Vol Open

May 537.1 -0.5 537.5 530.0 1,351 1,270

Jul 538.8 -0.3 - - - - -

Jul 542.9 -0.5 543.5 540.0 22,235 51,163

Sep 547.1 -0.4 549.0 540.0 353 13,884

Dec 554.7 -0.2 558.0 548.0 175 6,432

Mar 562.5 +0.1 - - - - -

Total 24,886 97,444

### ENERGY

#### CRUDE OIL NYMEX (42,000 US gal \$/barrel)

Sett price change High Low Vol Open

Jan 21.34 +0.53 21.45 20.90 51,628 97,311

Jul 20.28 +0.38 20.36 19.70 26,205 70,888

Aug 17.85 +0.24 17.87 18.20 10,080 57,106

Sep 18.05 +0.26 18.10 18.50 2,528 35,177

Oct 18.85 +0.25 18.87 18.81 1,100 24,770

Nov 18.85 +0.19 18.88 18.58 338 17,281

Total 142,715 496,922

#### CRUDE OIL ICE (\$/barrel)

Sett price change High Low Vol Open

Jan 18.22 +0.42 18.28 18.10 18,753 55,560

Jul 18.48 +0.38 18.60 18.24 11,448 63,151

Aug 18.00 +0.29 18.08 17.78 22,826 22,826

Sep 17.85 +0.24 17.87 18.20 10,080 57,106

Oct 17.47 +0.25 17.55 17.38 6,726 6,726

Nov 17.40 +0.26 17.40 17.22 225 4,809

Total 35,941 184,782

#### HEATING OIL NYMEX (42,000 US gal \$/barrel)

Sett price change High Low Vol Open

### GRAINS AND OIL SEEDS

#### WHEAT LCE (\$ per tonne)

Sett price change High Low Vol Open

May 133.25 +1.75 133.25 132.00 138 356

Jul 136.40 +1.80 136.50 134.75 171 1,814

Sep 117.98 +1.25 118.00 117.00 82 398

Nov 119.25 +1.10 119.25 118.00 301 2,826

Dec 121.05 +1.20 121.00 120.25 1 884

Mar 123.25 +1.20 - - - - -

Total 682 4,140

#### WHEAT CBT (\$/1000 metric cwt/56lb bush)

Sett price change High Low Vol Open

May 620.00 -5.00 620.00 617.00 1,432 1,298

Jul 617.00 -3.00 617.00 617.00 26,133 60,929

Sep 599.50 -28.50 611.00 593.00 3,797 14,895

Nov 565.00 -8.00 618.00 565.00 3,971 17,215

Dec 592.50 -23.00 607.00 591.00 786 1,235

Mar 591.25 -22.25 547.00 591.00 228 1,198

Total 35,791 59,172

#### MAIZE CBT (\$/1000 metric cwt/56lb bush)

Sett price change High Low Vol Open

May 478.75 +1.25 479.00 475.00 6,432 14,813

Jul 492.25 -8.00 478.25 497.50 32,448 167,203

Sep 396.00 -8.25 396.25 393.50 5,213 58,735

Nov 392.50 +1.25 392.50 391.00 15,16

INTERNATIONAL CAPITAL MARKETS

US data spark European falls

By Samer Iskandar in London and Lisa Branster in New York
All European bond markets fell yesterday in the wake of weaker Treasuries, after the release of data showing stronger than expected economic growth in the US in the first quarter of this year.

point to 96.63. Bond market analysts said that "most of the bad news is now factored into prices", and few of them expect bonds to trade much lower even if today's US employment data reinforces the bearish sentiment.

Italy heads April list of best performers

By Antonio Sharpe
European high-yielding bond markets were the top performers in April, supported by improving Euro prospects, a weakening in the D-Mark and favourable domestic factors.

Argentine offer helps put life back into eurobonds

By Corner Middelmann
The eurobond market sprang back to life yesterday with a slew of US dollar deals and yet another D-Mark offering for Argentina, which has brought its D-Mark borrowings this year to DM30bn.

floating-rate notes. According to lead manager Morgan Stanley, it was the first time a US bank has issued bonds at the bank level, rather than the holding company level.

WEAKNESS IN THE DOLLAR AGAINST THE JAPANESE YEN AND THE D-MARK ALSO SPILLED OVER TO THE BOND MARKET.

Weakness in the dollar against the Japanese yen and the D-Mark also spilled over to the bond market. By early afternoon the US currency was changing hands for Y104.42 and DM1.6293 compared with Y106.35 and DM1.5361 late on March.

UK GILTS WERE PARTICULARLY VULNERABLE, WITH POLITICAL UNCERTAINTY ADDING TO THE BEARISH SENTIMENT IMPORDED FROM THE US.

UK gilts were particularly vulnerable, with political uncertainty adding to the bearish sentiment imported from the US, as the market awaited results of local elections.

THE RETURNS IN HIGH-YIELDING MARKETS WERE ALSO BOOSTED BY DOMESTIC FACTORS, SUCH AS THE INCREASED POSSIBILITY OF AN INTEREST RATE CUT IN ITALY.

The returns in high-yielding markets were also boosted by domestic factors, such as the increased possibility of an interest rate cut in Italy, a better inflation outlook in Spain and the flow of foreign investment into high yields.

GERMANY'S LANDWIRTSCHAFTLICHE BUNDESBANK ISSUED ANOTHER \$200M OF TWO-YEAR BONDS WHICH WAS PRICED AT 1 BASIS POINT BELOW TREASURIES.

Germany's Landwirtschaftliche Bundesbank issued another \$200m of two-year bonds which was priced at 1 basis point below Treasuries and widened to 3 over by the end of the day.

NEW INTERNATIONAL BOND ISSUES

Table with columns: Issuer, Amount, Coupon, Price, Maturity, Fees, Spread, Book-runner. Includes entries for US Dollars, D-Marks, and Francs.

WORLD BOND PRICES

Table with columns: Bond Name, Price, Change, Yield, etc. Includes Benchmark Government Bonds and Bond Futures & Options.

FT-ACTUARIES FIXED INTEREST INDICES

Table with columns: Index Name, Price Index, Yield, etc. Includes US 5-year, 10-year, and 30-year indices.

FT FIXED INTEREST INDICES

Table with columns: Index Name, Price Index, Yield, etc. Includes UK Gilt Edged Activity Indices.

US INTEREST RATES

Table showing Treasury Bills and Bond Yields for various maturities from 1 month to 30 years.

UK GILTS PRICES

Table showing UK Gilts prices for various maturities including 12-month, 18-month, and 30-year.

FT/ISMA INTERNATIONAL BOND SERVICE

Table listing international bonds with columns for Issued, Bid, Offer, and Yield.

COMMERCE BONDS

Table listing Commerce Bonds with columns for Issued, Bid, Offer, and Yield.

BOND FUTURES AND OPTIONS

Table showing Bond Futures and Options for France, Germany, and UK.

OTHER FIXED INTEREST

Table showing Other Fixed Interest instruments including various international bonds.

COMMERCE BONDS

Table showing Commerce Bonds with columns for Issued, Bid, Offer, and Yield.

COMMERCE BONDS

Table showing Commerce Bonds with columns for Issued, Bid, Offer, and Yield.

Large table at the bottom of the page containing detailed bond market data, including various international bonds, interest rates, and market indices.

MARKETS REPORT

US dollar falls after stronger than expected data

By Graham Bowley

The dollar slid on the foreign exchange yesterday after stronger than expected economic figures hit US government bond and equity markets. It weakened most against the yen, as the data fuelled speculation that the US Federal Reserve might have to raise interest rates soon to head off rising inflation.

The dollar also lost ground against the D-Mark as this found some support from strong industrial production data. The D-Mark however weakened sharply against the yen.

The pound held firm despite uncertainty surrounding the UK local elections in which the ruling Conservative government was expected to suffer heavy losses.

The Swiss franc weakened across the board. Analysts said the currency now looked vulnerable to further declines against the dollar, D-Mark, yen

The trade weighted index rose to 83.7, from 83.5. The tensions between the D-Mark and dollar had little impact on European cross rates, with most currencies holding firm against the D-Mark. The Bundesbank left its regular council meeting.

The stronger than expected data on GDP, initial claims and factory orders would normally have been supportive of the dollar, but the currency fell sharply as US Treasuries and shares dropped.

The data indicated a stronger economy than most analysts had expected and that investors and traders had been positioned for.

Mr Steve Hannah, head of research at IBI International in London, said: "The markets are now coming to the view that the Fed will have to raise interest rates sooner rather than later."

Mr Jeremy Hawkins, chief economist at the Bank of America in London, said the dollar's failure to appreciate despite the strong figures was due to worrying details of the data which showed a worsening net exports position, which threatened to cap the dollar's recovery.

It is the case that the US economic cycle is "more advanced than in Europe and

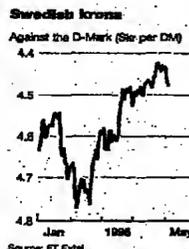
elsewhere than the US current account deficit could become a big problem as imports are sucked in," he said. The dollar had been bought relatively aggressively ahead of the data.

Mr Paul Cherkow, head of global currency research at UBS, said: "The BOJ and MOF have had no lessening of resolve to get recovery of the Japanese financial system through lower interest rates and a firmer dollar."

The Swiss franc fell to what analysts described as "technically vulnerable" levels against a number of currencies. Mr Tony Norfield, UK treasury economist at ABN Amro in London, said the Swiss franc's current level was "at odds with the very weak economy, low interest rates and the stated intent of the Swiss authorities that they want a weaker currency."

Mr Tony Norfield, UK treasury economist at ABN Amro in London, said the Swiss franc's current level was "at odds with the very weak economy, low interest rates and the stated intent of the Swiss authorities that they want a weaker currency."

He said: "Timing is everything and the market is not short of dollars. It is a matter of tactics rather than policy." He said no level for the dollar on the downside was sacrosanct, although the BOJ would



Source: FT Data

WORLD INTEREST RATES

Table with columns: MONEY RATES, May 2, Over night, One month, Three months, Six months, One year, Lomb. rate, Dis. rate, Repo rate. Rows include Belgium, France, Germany, Italy, Japan, UK, US, etc.

EURO CURRENCY INTEREST RATES

Table with columns: May 2, Short term, 7 days notice, One month, Three months, Six months, One year. Rows include Belgium, Denmark, D-Mark, Dutch Guilder, French Franc, etc.

POUND SPOT FORWARD AGAINST THE POUND

Table with columns: May 2, Closing mid-point, Change on day, Bid/offer spread, Day's high/low, One month, Three months, One year, JP Morgan index. Rows include Europe, Americas, Asia, etc.

DOLLAR SPOT FORWARD AGAINST THE DOLLAR

Table with columns: May 2, Closing mid-point, Change on day, Bid/offer spread, Day's high/low, One month, Three months, One year, JP Morgan index. Rows include Europe, Americas, Asia, etc.

CROSS RATES AND DERIVATIVES

Table with columns: EXCHANGE CROSS RATES, May 2, Bid, Offer, Bid, Offer, DM, Lf, Ff, Nkr, Esc, Pts, Sfr, S, Y, Ecu. Rows include Belgium, Denmark, France, Germany, etc.

EMTS EUROPEAN CURRENCY UNIT RATES

Table with columns: May 2, Ecu cent. rates, Rate against ECU, Change on day, % +/- from previous day, % spread, Div. trnd. Rows include Spain, Netherlands, Belgium, etc.

UK INTEREST RATES

Table with columns: LONDON MONEY RATES, May 2, Over-night, 7 days notice, One month, Three months, Six months, One year. Rows include Interbank Sterling, Sterling CDs, Treasury Bills, etc.

BASE LENDING RATES

Table with columns: Base Lending Rates, May 2, Bid, Offer, Bid, Offer, Dec, Jun, Sep, Dec. Rows include Adam & Company, ABN Amro, etc.

THREE MONTH EURODMARK FUTURES (LIFFE) DM1m points of 100%

Table with columns: Jun, Sep, Dec, Mar. Rows include Open, Settle, Change, High, Low, Est. vol, Open Int.

THREE MONTH EUROALFA FUTURES (LIFFE) 1,000m points of 100%

Table with columns: Jun, Sep, Dec, Mar. Rows include Open, Settle, Change, High, Low, Est. vol, Open Int.

THREE MONTH EUROFRANK FUTURES (LIFFE) SF1m points of 100%

Table with columns: Jun, Sep, Dec, Mar. Rows include Open, Settle, Change, High, Low, Est. vol, Open Int.

THREE MONTH EUROSCHEFFEL FUTURES (LIFFE) 100m points of 100%

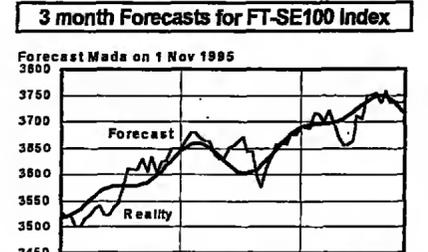
Table with columns: Jun, Sep, Dec, Mar. Rows include Open, Settle, Change, High, Low, Est. vol, Open Int.

THREE MONTH EUROSTOCK FUTURES (LIFFE) SF1m points of 100%

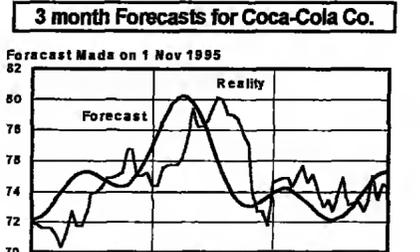
Table with columns: Jun, Sep, Dec, Mar. Rows include Open, Settle, Change, High, Low, Est. vol, Open Int.

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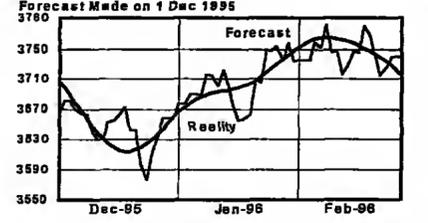
3 month Forecasts for FT-SE100 Index



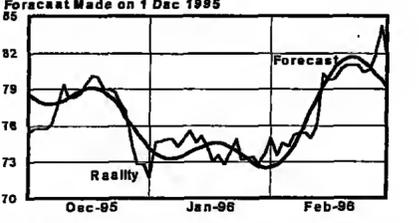
3 month Forecasts for Coca-Cola Co.



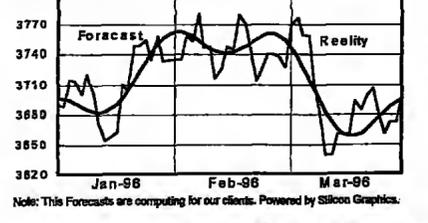
Forecast Made on 1 Dec 1995



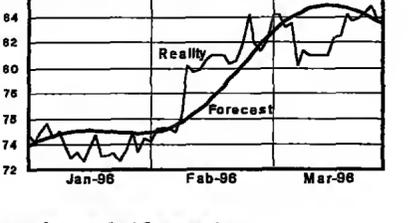
Forecast Made on 1 Dec 1995



Forecast Made on 1 Jan 1996



Forecast Made on 1 Jan 1996



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ICI to push polyester and performance chemicals

By Jenny Lesby

ICI's Chemicals division is to push 200 new products... ICI's Chemicals division is to push 200 new products...

Company Plc

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LONDON SHARE SERVICE

Main table of London Share Service with columns for various sectors: LEISURE & HOTELS, OTHER FINANCIAL, OTHER INVESTMENT TRUSTS, INVESTMENT COMPANIES, OIL EXPLORATION & PRODUCTION, OIL, INTEGRATED, PHARMACEUTICALS, RETAILERS, GENERAL, SUPPORT SERVICES, WATER, TRANSPORT, TOBACCO, RETAILERS, FOOD, RETAILERS, GENERAL, TEXTILES & APPAREL, TELECOMMUNICATIONS, AMERICANS, CANADIANS, SOUTH AFRICANS, AIM.

Templeton advertisement: Seeking out under-valued investments across the globe. Templeton have become experts in spotting potential swans. HOW TO INVEST THE TEMPLETON WAY. AS EXPLAINED BY THE UGLY DUCKLING. Now you can share the investment principles which Templeton consider to be of enduring value to investors. For your copy of the Templeton Maxims: '10 Principles for Investment Success', please call free, during office hours on 0800 27 27 28.

GUIDE TO LONDON SHARE SERVICE. Prices for the London Share Service delivered by FT Global, a member of the Financial Times Group. Company classifications are based on those used for the FT-SE 100 Index. Dividend yields are shown in pence unless otherwise stated. Dividends are based on the latest available figures. Dividends are shown in pence unless otherwise stated. Dividends are shown in pence unless otherwise stated.



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FT MANAGED FUNDS SERVICE

FT Cityline Unit Trust Prices are available over the telephone. Call the FT Cityline Help Desk on (+44 171) 873 4378 for more details.

Main table containing financial data for various funds, including columns for fund names, prices, and changes. Includes a section for 'OTHER OFFSHORE FUNDS' and 'OFFSHORE INSURANCES'.

MANAGED FUNDS NOTES: A detailed section providing information about the funds, including their objectives, risks, and performance metrics.





NEW YORK STOCK EXCHANGE PRICES

Main table of stock prices with columns for stock symbols, prices, and changes. Includes sub-sections for 'Market Dynamics' and 'Market Summary'.

Market Dynamics advertisement for Hewlett-Packard, featuring a computer monitor and text about business decision-making.

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Continued on next page

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NYSE PRICES

Main NYSE PRICES table with columns for stock symbols, prices, and changes. Includes sub-sections for 'Continued from previous page', '-V-', '-W-', '-T-', '-U-', and '-X-Y-Z-'.

NASDAQ NATIONAL MARKET

NASDAQ NATIONAL MARKET table with columns for stock symbols, prices, and changes. Includes sub-sections for '-E-', '-F-', '-G-', '-H-', '-I-', '-J-', '-K-', '-L-', '-M-', '-N-', '-O-', '-P-', '-Q-', '-R-', '-S-', '-T-', '-U-', '-V-', '-W-', '-X-Y-Z-'.

AMEX PRICES

AMEX PRICES table with columns for stock symbols, prices, and changes. Includes sub-sections for '-T-', '-U-', and '-X-Y-Z-'.

Advertisement for 'France' newspaper, featuring the headline 'Have your FT hand delivered in France.' and contact information for various cities.

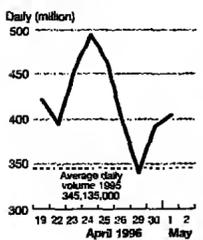
Continuation of the NASDAQ NATIONAL MARKET table from the previous page, including sub-sections for '-E-', '-F-', '-G-', '-H-', '-I-', '-J-', '-K-', '-L-', '-M-', '-N-', '-O-', '-P-', '-Q-', '-R-', '-S-', '-T-', '-U-', '-V-', '-W-', '-X-Y-Z-'.

AMERICA US stocks fall after release of GDP data

Wall Street

Tumbling bond prices pulled US equities lower in mid-session trading yesterday as investors in both markets were surprised by strength in the gross domestic product figures released by the Commerce Department, writes Lisa Branstetter in New York.

NYSE volume



5.63 to stand at 1,194.03. The Commerce Department said that GDP grew by 2.3 per cent in the first quarter, much faster than the 1.6 per cent growth most economists had expected.

Mexico swap pleases

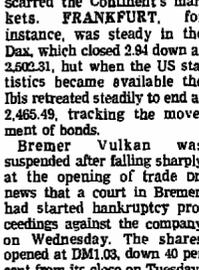
Mexican equities reacted to news that the government had swapped Brady bonds for 30-year global dollar bonds with a rise in the IPC index of 21.34 to 3,298.53.

S Africa ahead but off highs

Johannesburg ended a quiet day firmer but off its highs, with golds up on a higher bullion price and industrial stocks stronger on renewed buying at current lower levels.

EUROPE Bourses turn back on US economic statistics

KLM



The release of US GDP data scarred the Continent's markets. FRANKFURT, for instance, was steady in the Dax, which closed 2.94 down at 2,502.31, but when the US statistics became available the Dax retreated steadily to end at 2,465.49, tracking the movement of bonds.

ASIA PACIFIC

Nikkei cautious ahead of holiday as Seoul falls 2%

Tokyo

Caution over the course of currencies and interest rates prompted profit-taking ahead of the long weekend and the Nikkei average closed lower for the third consecutive day, writes Emiko Terazono in Tokyo.

Roundup

Profit-taking exacerbated by trade figures showing a widening deficit left SEOUL falling 2 per cent in very active trading, while Wednesday's arrest on corruption charges of the president of Korea First Bank added to the jitters.

around the marketplace that its strategic link with Northwest Airlines of the US, might be about to come to an end.

KLM denied the reports that were made in the local media. In a separate development British Airways later said that it would make no comment on reports that it might renew efforts to link with the Dutch carrier.

DSM closed F12.90 ahead at F1174.80 in spite of revealing a 42 per cent decline in first-quarter profits, which was due to lower margins on plastics. However, there was a silver lining as the group said that the second quarter would show an improvement in business prospects.

THE EUROPEAN SERIES

Table with columns for Country, Index, and Date. Rows include France, Germany, Italy, UK, etc.

Some second-liners outpaced the market's losses due to their overbought condition and recent exaggerated gains.

Adia rose 5.7% to SF255. Clarin declined SF10 to SF435 and Elektrowatt fell SF9 to SF478.

Pharmaceuticals were mostly weaker on widespread profit-taking and on some uncertainty over whether the EU would open a full investigation into Ciba-Sandoz.

privatisation plan and a share buyback offer, and the stock climbed FM7 to FM74.

ISTANBUL leapt 3.5 per cent, although turnover was thin and buying selective. Demand was given a spur by the release of first-quarter results, while sentiment was additionally encouraged by political developments following the four-day holiday.

The composite index made 2,356 to 66,978.75 in turnover of TL6,140bn.

Overseas interest in metals helped the metal index rise almost 4 per cent to an 18-month peak of 3,636.04.

Written and edited by Michael Morgan and John Pitt

London 2,465.49, Frankfurt 2,502.31, Nikkei 21,340.00, Seoul 2,465.49

FT/S&P ACTUARIES WORLD INDICES

The FT/S&P Actuaries World Indices are owned by FT-SE International Limited, Goldman, Sachs & Co. and Standard & Poor's. The indices are compiled by FT-SE International and Goldman Sachs in conjunction with the Faculty of Actuaries and the Institute of Actuaries. NextWest Securities Ltd. is a co-ordinator of the indices.

Table with columns for Country, Index, and Date. Rows include Australia, Austria, Belgium, Brazil, Canada, Denmark, France, Germany, Hong Kong, Ireland, Italy, Japan, Malaysia, Mexico, Netherlands, New Zealand, Norway, Singapore, South Africa, Spain, Sweden, Switzerland, Thailand, United Kingdom, USA, etc.

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CITICORP U.S. \$250,000,000 Floating Rate Notes Due November 1999 Notice is hereby given that the Rate of Interest for the Interest Period May 2, 1996 to August 1, 1996 has been fixed at 5.75% and that the interest payable on the relevant Interest Payment Date August 1, 1996, against Coupon No. 7 will be US\$74.42 in respect of US\$500,000 nominal of the Notes. May 3, 1996, London By: Citicorp, N.A. (Issuer Services), Agent Bank CITIBANK

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20/11/50

RECRUITMENT

JOB: Technology is increasingly removing the need for our traditional forms of employment

Paradise lost and the Protestant work ethic

The Protestant work ethic is such an enduring and persistent ideal that it underlines virtually everything we do in our jobs. Questioning the view that hard work is the foundation of a successful life is such a heresy that I hesitate to suggest it may have almost run its course.

Richard Cumberland, an 18th-century Bishop of Peterborough, once summed up the underlying philosophy when he said: "It is better to wear out than to rust out." Society has begun to test this statement on a grand scale as many of those in work wear themselves out, working 60-hour weeks, while those without work kick their heels in frustration and despair at the first signs of rust.

of technology? Certainly the keyboard strokes I am using to write these words seem destined to be overtaken by voice-recognition systems. It may not be too far into the future before law books are computerised and similar recognition systems are capable of digesting and assimilating the arguments in a court of law, weighing them against each other, using case history as a point of reference.

becoming the cheapest. People are now specifically targeted for replacement just as soon as the relevant technology is developed that can replace them. Even when displaced, people find other work, often at lower rates of pay. The exchange of well-paid manufacturing jobs for poorly paid service jobs is already a reality.

gone, when a comparatively small proportion of the population that we may still describe as the workforce is needed to do work? If machines can produce the basics of food, power and other commodities, we may have to cope with the idea that these goods might be free in the future, says Dunkerley. "Robots don't need wages. They are just there," he says.

when the British first colonised Kenya, they were dismayed to find that the locals were unwilling to work on their tea and coffee plantations. As a solution, the colonial government introduced a tax which forced people to seek work on the plantations to earn the money.

than give the produce away. "Agricultural land is removed from production even though there are hungry people. Building workers are unemployed even though there are homeless people. There are waiting lists for hospital treatment even though there are doctors and nurses enough to deliver medical treatment," he writes.

Richard Donkin

FLEMINGS

European Corporate Finance

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Requirements

- Minimum of 5 years experience in cross-border transactions gained in a top-tier financial institution.
- Strong analytical, technical and negotiation skills coupled with an entrepreneurial, creative outlook.
- Fluency (spoken and written) in English and at least one relevant Continental European language.
- Energetic and committed individuals who have an excellent academic background (2:1 degree or equivalent).
- Ideally a further professional qualification (MBA, ACA, etc).

These positions offer superb career prospects to a global investment bank committed to European Corporate Finance. Interested candidates should contact Christopher Squire or Richard Kellner at the address below.

Jonathan Wren & Co Ltd. Financial Recruitment Consultants, No.1 New Street, London EC2M 4TP. Telephone: 0171 623 1266, Facsimile: 0171 626 5257, Compuserve: 100446, 1551.

P30181

Editor - Investment Research London

Kleinwort Benson Securities is part of one of Europe's most successful investment Banks. Our research analysts perform a vital role in providing a comprehensive range of investment services to an impressive and continually expanding list of institutional clients.

A challenging position has arisen for an Editor to work in close consultation with our research analysts, assisting them in creating clear, concise investment recommendations within agreed standards of style and presentation.

You will possess a proven record of editorial skills within the financial sector, be knowledgeable of the investment research industry and be self-motivated, persuasive, yet diplomatic and well organised to meet strict deadlines. You need to demonstrate an aptitude and enthusiasm for effective written communication.

Ideally, you will already possess one or more of the following qualifications; Registered representative of the SFA; SEC Supervisory Analyst qualification and an appropriate accountancy qualification. We will however give every encouragement to the successful candidate to be trained to qualify in any of these disciplines.

If you are interested in fulfilling this important function within our research department, please write to Gill Crofton in Group Personnel, Kleinwort Benson Limited, 20 Fenchurch Street, London EC3P 3DB.

Kleinwort Benson Securities Limited



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The Salary and benefits will be highly competitive and consistent with current market practice.

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Following the relocation of its head office, this international media group (North America, Europe, Asia) based in Paris is seeking to recruit a

Treasurer

Paris

Reporting to the CFO, the successful candidate will have responsibility for the day-to-day management of the bank and the banks relationships.

- Main duties are as detailed below:
- Preparation of daily cash and weekly cash flow forecasts based on results reported.
- Liaison with all bank and noteholder contractual requirements.
- Review of expenses, budgets and associated variance analysis.
- Risk management and analysis of financial products.

Excellent Package

Development and control of treasury reporting within the subsidiary companies.

Ideally the successful candidate will have had international experience, be of graduate calibre, and should have had significant treasury experience gained either in a banking or commercial environment.

Interested candidates will send a completed CV including salary expectation, to Eric Gandibleu, Michael Page International, 3 boulevard Bineau, 92300 Levallois Perret, FRANCE. Fax: 00 331 47 57 3852 or telephone 00 331 47 57 2424.



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the appointee. A limited amount of overseas travel is envisaged.

Aged 25-35 and ideally a graduate, it is essential that you have gained 4-5 years experience in the investment sector in a marketing services role. Your copywriting skills are essential as is your ability to liaise with a wide range of people from many cultures.

Full responsibility for all aspects of the creation of marketing material on a worldwide basis is the prime focus of this role. Identification of selling opportunities leading to the creation of marketing campaigns; press liaison; image projection and the management of a small team will all be handled by

An excellent remuneration package includes a competitive basic salary, bonus and fringe benefits. To apply, please write enclosing your cv, (detailing your current remuneration package) quoting reference 1151 to Fiona Law at FLA Ltd, 211 Piccadilly, London W1V 9LD. Tel: 0171-738 9732.



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Bath based investment management company seeks experienced individual(s) to expand its private client portfolio management business. Existing client base would be an advantage but is not a prerequisite. Salary commensurate with experience and client base.

Please write in confidence to Box A5346, Financial Times, One Southwark Bridge, London SE1 9HL

STRATEGY CONSULTANTS / M&A PROFESSIONALS

ARC Associates provides the highest-level advisory services to firms in the telecommunications, technology, information and multimedia industries. The firm's strategic sectoral focus and the blend of staff from traditional strategy consulting companies and blue-chip investment banks allows it to offer a broad range of services to its clients, ranging from corporate strategy problem solving to a full range of investment banking services.

Our dual focus and broader service offering allows our professional staff to develop two sets of core skills simultaneously. We need to increase the London team by three professional staff today, and are looking for people who ideally satisfy the following criteria:

- Have 1-3 years experience in an investment bank (M&A or corporate finance) or strategy consulting firm
- Are fascinated by telecommunications and high technology, and the major impact which they are having on business and consumer environments
- Set the highest performance and quality standards for themselves
- Want to be rewarded based on the value that they contribute
- Are hungry to broaden their skill base
- Want to work in a specialised company environment and assume a wider set of responsibilities as a key member of a small but growing team



Those interested are asked to write, enclosing a full CV, to Will Iselin, ARC Associates, 26 Finsbury Square, London EC2A 1DS Telephone: 0171 614 4000

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### RELATIONSHIP MANAGERS

IT is not simply supporting investment banking - it is actually shaping its operations and ensuring its future. We appreciate, therefore, that it is critical for the Bank's trading and IT professionals to work together to identify and capitalise on opportunities for profit. The role of the Relationship Manager (RM) is to ensure that this happens by being responsible to his/her business users for the satisfactory provision of all IT and organisational services according to their needs. We require three RMs who will report directly to our IT Director (Investment Banking) but work closely with a specific trading team. Each position requires experience of business analysis and IT project management in an appropriate investment banking environment accompanied by excellent oral and written communication skills in English (German would be an advantage).

#### Fixed Income

This position requires a wide-ranging knowledge of fixed income markets and products. In particular we are seeking an individual with good working exposure to internationally traded government debt as well as Eurobonds. Repo and lending experience would also be highly advantageous. An understanding of the German domestic market would be useful. Ref: BGFT17

#### Interest Rate Derivatives

The role requires good understanding and experience of interest rate derivatives including Swaps, Futures and Options. The Bank is active in both exchange-traded and OTC products and would therefore appreciate familiarity with both product sets. Previous experience of working in Germany is not required. Ref: BGFT18

#### Credit & Risk Management

This position requires a broad knowledge of securities and derivatives trading with particular emphasis on the management, principles and practices of financial overall, market and credit risk. In particular you will be dealing with users from the finance, risk control and investment banking MIS departments. A broad understanding of recent international trends in regulatory practice is expected. Ref: BGFT19

All positions are based in Berlin and are permanent. They offer an extraordinary opportunity to shape your career and an investment bank in the earliest stages of its development. The bank will provide German language training where appropriate. For further information about the Bank, these roles and Berlin itself, please contact our advising consultant Kevin Davey of McGregor Boyall Associates, 114 Middlesex Street, London E1 2JL. Tel: +44(0) 171 247 7444. Fax: +44(0) 171 247 7475. E-mail: kdavey@mcgregor-boyall.co.uk. We will also provide details of the excellent remuneration package available and the generous assistance we will provide with relocation. You can also visit us on the World Wide Web at <http://www.mcgregor-boyall.co.uk>

### BUSINESS ANALYSTS

#### Securities & Derivatives Trading

To work closely with trading units (Fixed Income, Equities, Money Markets etc.) analysing and gathering new requirements for proactive, profit-oriented middle-office technologists. You will have an excellent understanding of base-level business instruments (bonds, equities, money markets etc.) and be familiar with more complex instruments such as Futures, Caps, Floors, Options, Swaps in both equity and fixed income markets. You should also be conversant with recent international regulatory requirements. Ref: BGFT20

#### Credit & Risk Management

To analyse and gather new requirements from trading divisions (fixed income, equities etc) for our profit-oriented middle-office technologists and to then interface with other business divisions to explain how a particular trading division's requirements have been implemented from a risk management perspective. You should have a broad understanding of risk and of the products used to monitor and manage it at trading, counterparty, instrument, operational and business levels. This should include linear and non-linear risk measurement as well as statistical and historical simulation methods underpinning risk reporting. You should also be aware of recent international regulatory requirements associated with risk. Ref: BGFT21

You will work closely with our trading and risk analysts and assist them in understanding the more complex mathematical activities of the Bank and take a leadership role in designing and authenticating the various calculation mechanisms used in our Middle Office. Clearly you will need an excellent background in statistical mathematics and be comfortable with standard components and approaches of investment data communications, relational and object databases. We are looking particularly for evidence of a practical, business-aware approach in your previous investment banking experience. Ref: BGFT22

McGregor ■ Boyall

A MAJOR NEW INVESTMENT BANK AT THE HEART OF A NEW EUROPE

# TECHNOLOGY, RISK and CONTROL

City (International Travel)

£ Exceptional & Banking Benefits

Rapid change is the rule in Global Financial Services and success is dependent on your ability to embrace this rule. J.P. Morgan continue to stretch their leadership in the industry by exploiting the opportunities of change and consistently initiating improvement within a dynamic framework of focused strategy and principles.

As a critical component of this framework, the global audit group provide independent assessment on technology, risk and control throughout the bank. Working on high profile projects within the organisation, the technology audit team are essential and fundamental contributors to J.P. Morgan's success.

Unique opportunities exist on the Technology Audit Team for those professionals who are excited by these changes and are committed to staying abreast of this rapidly evolving environment. Key to success within these roles will be your ability to evaluate and promote global system integrity whilst providing innovative and pragmatic solutions to the technology requirements of the business. The credibility and confidence to win the respect of senior management throughout the bank

and your commitment to being part of a global team is paramount in building the crucial links between the Business, Technology and Finance.

The ideal candidates will be graduates with a minimum of 3 years experience in either Audit, IT, Management Consultancy or Banking Finance and must be able to demonstrate an in depth understanding of Information Technology. This may include applications development and delivery, security, operating systems, LANs/WANs, client server technology, data communications, relational and object databases.

We look forward to hearing from you if you have the ability and the experience to make an impact and want to be part of a growing organisation in which talent is recognised and rewarded. Do not hesitate to telephone to discuss the roles further (0171 379 3333) or 0171 589 0989 (24hrs) alternatively send your CV to Martin Phillips or Keith Jones at Robert Walters Associates, 10 Bedford Street, London WC2E 9HE. Fax no: 0171 304 4131 E-Mail: martin.phillips@rwa.co.uk

## JPMorgan

### BANKING/FINANCIAL

**FIXED INCOME**  
to £60k + BANK BENS  
Business Analysts with an excellent knowledge of either Fixed Income products or Equities are required to join this international finance house. Charged with the analysis of a number of new front office systems, your superb communication and Object Orientated analysis skills will be well rewarded. These are excellent opportunities to gain project ownership in a technologically advanced organisation.

**WINDOWS NT**  
to £45k + BONUS  
Leading Investment Bank developing new applications for Equity Sales staff on the trading floor requires developers to work in elite team. Systems are implemented using Client/Server technology including Visual Basic, Excel, Visual C++, ODBC and SYBASE. You should have a minimum 2 years' Client/Server development using some of the above technology. You will be involved in all aspects of the development life cycle and work closely with the business.

**C++/MATHS**  
£30-50k + BONUS  
Two financial engineers required with solid mathematics and C++ expertise. As integral members of a team supplying market risk information for fixed income, your primary activities will include relative value analysis, statistics and development of pricing tools for the trading desks. Highly numerate technicians with superior intellect need only apply.

**SYBASE**  
to £50k + BANK BENS  
Leading Investment Bank seeks high calibre developers with solid SYBASE skills incorporating both design and development. Working alongside the traders, you will develop real-time applications so experience of C or POWERBUILDER and Rapid Application Development would be an advantage. Strong communication and presentation skills are essential. Superb opportunities to fast track your career.

**C or C++/UNIX**  
to £50k + BONUS  
Premier Investment Bank requires high calibre developers. Based on the trading floor, you will develop analytic applications supporting a diverse group of Fixed Income products. Environment is SUN/UNIX/SYBASE moving to Object-Oriented architecture including C++, Rogue Wave Libraries, Object Centre and Rational Rose. Good degree, strong C++ programming and solid design skills. Preference given to candidates with SYBASE and financial expertise.

**C/C++/VISUAL BASIC**  
to £40k + BONUS  
Talented C/C++/VB developers are required to join an elite team designing and implementing systems for the global distribution of financial data for an Investment Bank. You should have a minimum 18 months' experience developing and delivering systems to users. Exposure to Client Server, OO technologies and GIS is desirable. Excellent career prospects.

ARC are preferred suppliers to the top financial institutions. This is a selection of current opportunities in the City. We have many more. Our consultants have an in-depth understanding of this market and how it can work best for you, so please call Isabel Blackley or Paul Wilkins on 0171-287 2525 to discuss your options. Alternatively please send, fax or e-mail your CV to us at: ARC International, Recruitment & Consultancy Services, 15-16 New Burlington St, London W1X 1FF. E-mail [arc@ijobs.co.uk](mailto:arc@ijobs.co.uk) Internet <http://www.ijobs.co.uk>

Tel: 0171-287 2525



Fax: 0171-287 9688

### COMPUTING DEVELOPMENT MANAGER

CITY • £60,000 + BENEFITS

Our client is a leading international financial services company specialising in the provision of money and securities broking services.

A commercially oriented IT professional is now sought to lead the development of core trading and business systems throughout the organisation. Working closely with IT colleagues, business users and senior management, the appointed candidate will advise on strategic technology direction as well as define new development projects and ensure the delivery of innovative, leading edge solutions. Managing a team of 24 staff, this challenging role will involve co-ordinating multiple projects as well as managing third party supplier relationships. Applicants should be graduates, preferably in mathematics or computing, with proven project

management and systems development experience gained ideally with a leading employer in the financial markets. An in-depth understanding of networks software, UNIX, client server applications development and mathematical modelling is required which should be matched by a strong programming background and an appreciation of OO techniques. Key to the success of this role are strong communication skills and the ability to lead, motivate and develop IT staff.

In the first instance please write in confidence enclosing your CV to John Maxted at Digby Morgan Consulting, London House, 53-54 Haymarket, London SW1Y 4RP. Tel 0171 321 0640. Fax 0171 930 4261. E-Mail [digby.morgan@dial.pipex.com](mailto:digby.morgan@dial.pipex.com)

DIGBY MORGAN CONSULTING  
Executive Search • Selection • Human Resources

## Outstanding IT Professionals City

High profile and reputable City institution. Demanding, discerning client base. Employs c.250 people. Critical to the success of the business is its substantial investment in client-server/Oracle-based computer systems. The continuing requirement for new systems and ever higher levels of service has created two excellent career opportunities.

### Corporate Project Manager

**THE POSITION** c.£50,000 Package  
◆ Champion conception and delivery of major strategic IT and business initiatives. Control programme implementation. Manage risk.  
◆ Lead teams of business and IT staff. Ensure all projects move forward at correct pace and budget.  
◆ Provide internal IT consultancy. Input to strategic planning. Communicate initiatives to all levels.

**QUALIFICATIONS**  
◆ Graduate, with 10 years' IT experience. Proven track record in the delivery of sizeable IT-related projects.  
◆ Large consultancy or IT service provider schooled. In-depth understanding of system design, databases and client-server environments.  
◆ Highly credible at senior levels. Exceptional written and verbal communication skills. Team player. Financial services knowledge an advantage. Ref SL60404FT

Please send full cv, stating salary, quoting relevant reference, to NBS, 7 Shaftesbury Court, Chalfay Park, Slough SL1 2ER

### Operations Manager

**THE POSITION** c.£45,000 Package  
◆ Plan and manage delivery of a resilient, reliable and flexible IT infrastructure.  
◆ Manage team. Ensure standards and procedures are in place and followed. Recommend and implement change.  
◆ Set up service level agreements. Develop people skills. Manage vendors.

**QUALIFICATIONS**  
◆ Experienced IT operations professional with proven success in managing a sizeable UNIX environment.  
◆ In depth understanding of latest client-server, PC and communication technologies. Familiarity with Novell an advantage. Commitment to service excellence.  
◆ Creditability with IT staff. Structured and systematic approach. Attention to detail.

Ref SL60405FT

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[www.FT.com](http://www.FT.com)

Handwritten signature or mark at the bottom of the page.

# IT Senior Appointments



## Information Services Manager - Northern Europe

Location: Paris or Brussels

H.J. Heinz Company today markets more than 4,000 brands around the world. 1995 saw sales grow 15% to \$8.5 billion a far cry from the original 67 brands touted in advertising at the turn of the century. Over the years Heinz has expanded its core business and continues to grow through the acquisition of many renowned brands and world class factories.

Due to career progression within our organisation we are now in search of a I.S. Manager for our Northern European operations.

The function will report temporarily to the Director of Logistics and manage 5 direct reports. Outlined below are the major responsibilities for this challenging appointment:

- To maintain, manage, improve and control information services throughout Northern Europe in order to optimise operating efficiency across the business.
- To direct and evaluate studies of the economics of possible alternative processing methods.
- To provide advice and counsel to the Northern European Management Board concerning the applications of Information Technology.
- Review present system strategy, proposing appropriate changes to increase efficiency and reduce costs.
- Keep abreast of new developments in the Information Technology world.

- Manage, appraise, motivate and challenge I.S. personnel, ensuring service level agreement with users are achieved.

In order to fulfil these responsibilities you will need to be able to operate in a multi-cultural environment combining an international perspective with local market knowledge. You will be a highly self-motivated individual who can demonstrate a successful track record of delivering critical solutions to Business Information Systems within an international environment.

You need to have excellent communication skills along with fluency in English and at least one other European Language.

This is outstanding opportunity to influence the direction of Information Systems in one of the best known household brands in the world. Heinz rewards excellence, welcomes ambitious people and will provide the challenge and environment to ensure you fulfil your maximum potential. Relocation assistance will be provided.

For a confidential discussion please contact our advising consultants David V Holloway or Mark Pockole at Drex Dearman Associates quoting the ad reference FT0046 using one of the following methods:

- Telephone: + (44) 171 419 0229 or + (44) 171 209 1000
- Fac: + (44) 171 209 0001
- By Post: Charlotte House, 14 Windmill Street, London W1P 2DY, UK
- E-mail David@dearman.demon.co.uk

DRAX DEARMAN ASSOCIATES

Six figure package Global Financial Services London

## Head of Production Systems

One of the world's leading integrated securities houses with a reputation for innovation and excellence seeks a talented IT professional for a high profile, pivotal role within its European technology organisation. This is an exciting opportunity to contribute to the success of an industry leader through the provision of high quality systems and services. The position offers excellent prospects for career progression.

### THE ROLE

- Responsible to the Head of Technology Europe for the delivery of all production systems throughout the region, ensuring that agreed service levels are met in terms of timeliness, reliability and dependability.
- Lead and motivate over 50 staff responsible for data centres, networks, market data services, help desk, logistics, systems administration and computer and network security within a distributed technology environment.
- Work closely with senior business users and IT development teams to formalise operational procedures and improve service. Plan the development of the IT infrastructure to support future business needs.

### THE QUALIFICATIONS

- Graduate, aged 35 to 45, with a good technical degree and preferably a postgraduate management qualification. At least twelve years' experience managing complex production systems in a disciplined, international business, not necessarily in financial services.
- Deep understanding of how to develop and manage a controlled production environment that is flexible enough to meet the needs of diverse, geographically dispersed users.
- Mature and self-confident, with high levels of energy and commitment and the flexibility to work long hours and travel as needed. Decisive team player with excellent communication skills and the ability to build relationships at all levels in the organisation.

Leads 0113 2307774  
London 0171 493 1238  
Manchester 0161 499 1700

**Selector Europe**  
Spencer Stuart

Please reply with full details to:  
Selector Europe, Ref. FT 0046,  
16 Canynge Place,  
London WC2E 9DF

## Ericsson Hewlett-Packard Telecommunications LEADERS IN TELECOM MANAGEMENT

Ericsson Hewlett-Packard Telecommunications is a leader in telecommunications management support systems. Our collaboration with Ericsson and Hewlett-Packard,

including their activities in over 100 countries, enables us to supply our customers with local sales, service and support, almost anywhere in the world.

### BUSINESS & LEGAL ADVISER

Location: Grenoble, France

The Business & Legal Adviser will help ensure our intellectual property rights are skillfully handled and properly protected, assist in the negotiation of software licensing agreements, educate personnel and develop internal competence with regard to legal matters.

An ideal candidate will have 3 to 5 years experience negotiating software licensing and protection

agreements, legal knowledge of intellectual property rights and contracts, and a thorough understanding of modern business practices and procedures. This person should be an effective communicator, results oriented, with a high energy level and leadership skills.

For further information please contact either Birgit HJELM PICHAT at +(33) 76 62 45 34 or Claes GISLE at +(33) 76 62 45 31, in Grenoble, France.

FAX: +(33) 76 62 45 33.

Applications in English along with your curriculum vitae and salary expectations must be received before May 10, 1996 by:

Ericsson Hewlett-Packard Telecommunications  
Attn: Claes GISLE  
Miniparc Alpes-Congres  
1, rue Roland Garros  
F-3820 EYBENS  
France



## Director of IT

Central London

£60,000 + benefits

Our client is an international oil company with extensive interests worldwide. It provides a group of petroleum operating companies with a wide range of services, covering financial, legal, human resources, office administration and full technical and engineering activities. The increasingly sophisticated support demands have created the need for a high calibre IT leader to be appointed to define and implement a global IT strategy which will enable the operating companies to effectively communicate with each other and to support their IT activities.

Reporting to the Managing Director in London, key responsibilities will include the formulation of a global IT strategy that meets the needs of the operating companies, the support of development of computerised management information systems and the support of all hardware/software purchase and consequent supply liaison, if requested.

The successful candidate must have business acumen and communication skills to function

effectively as a senior executive. The company's culture is one of both team work and leadership and the appointed candidate will therefore require excellent facilitation and consulting skills.

Applicants should be experienced IT professionals with demonstrable track record in development of IT strategy, PC networks and implementation of packaged solutions. A strong technical understanding of the petroleum industry and the ability to operate in a multi-cultural international environment will be essential attributes.

Please send your curriculum vitae with an explanation of how you meet these requirements quoting your current salary and ref. SK724 to Suzanna Karoly, Ernst & Young Management Resourcing, Rolls House, 7 Rolls Buildings, Fetter Lane, London EC4A 1NH.

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Will Thomas +44 171 873 3779  
Clare Bellwood +44 171 873 3351

# IT City Appointments

## Contracts and Interim Management Positions in Investment Banking IT

### APPLICATIONS DEVELOPER (TRADING SYSTEMS)

C++, Unix  
Our client is one of the world's leading financial markets institutions. They are seeking an experienced applications developer to join a small team developing proprietary trading systems. Specific responsibilities will include design and programming. Prior experience of trading systems development is vital - exposure to Model, Sybase, Tektronix and fixed income will be welcome.  
Ref: CTF111

### UNIX SYSTEM ADMINISTRATOR

Solaris 2, TCP/IP  
This leading financial bank urgently requires a Unix system administrator to work on multiple in-house applications. Key to the role is the provision of integration and segregation of various in-house applications and versions to a single operating environment. In addition to Solaris systems administration and TCP/IP experience, you must have knowledge of third party software installation and, ideally, software development.  
Ref: CTF112

### SYSTEMS DEVELOPER (BONDS/REPOS)

Unix, C++, Model, Sybase 10, Open Server  
This is an excellent opportunity to connect at a fast-growing international house. As a senior developer you will be tasked with close user contact, design and implementation of various new developments. In addition to excellent technical skills you must demonstrate experience in knowledge of basic bond market issues. Repo experience will also be particularly advantageous.  
Ref: CTF113

### ANALYST PROGRAMMER

RAD, Powerbuilder, Sybase  
This major European bank requires a contractor for 12 months to help form a client development group using OO standards to form user relationships. You will have experience of working on RAD case size based projects and application development within currency dealing, wholesale banking or banking MIS management accounting. Excellent communication skills are essential.  
Ref: CTF114

### SERVER GROUP PROFESSIONAL

SQL/Sybase, PC, Case Tools  
This European house is seeking a developer with excellent Sybase skills and some DBA experience to work on client development projects. In addition to Sybase development expertise, you will ideally demonstrate experience of data design (preferably with ERWIN), SQL development and debugging and C/C++ interfacing skills. Unix skills will be particularly useful.  
Ref: CTF115

### PROJECT MANAGER (SWAPS) NEW YORK

C++, Unix, Sybase  
This is an excellent opportunity to contract in New York at the headquarters of one of the world's largest investment houses. Your C++, Unix and Sybase skills will be excellent. Your business experience is equally critical to your application. This is a high-profile contract in a key business area and you must demonstrate an in-depth track record of working with SWAPS.  
Ref: CTF116

### ANALYST PROGRAMMERS x5 (CONVERTIBLE BONDS)

C++, Sybase  
As one of the world's most prestigious banking organisations our client is seeking to recruit five analyst programmers to maintain and develop their reputation as employers of leading edge business technology. You will have C++ and Sybase skills of the highest calibre - this will be enhanced by experience in Apple or Nish or PVWare. Relevant business knowledge is essential.  
Ref: CTF117

### BUSINESS ANALYST GERMANY

Gloss, C++, Unix, Sybase  
Our client, one of Germany's largest financial markets institutions, is currently seeking a contract Business Analyst to work in Germany. Your success in this role will depend on a combination of first-class technical skills in Gloss, C++, Unix and Sybase and a demonstrable track record in settlements issues.  
Ref: CTF118

There is a broad consensus among research firms that 1996 and 1997 will see a sustained demand for IT specialists in investment banking, particularly in dealing room build and implementation, front-end risk monitoring applications development and global settlement systems. This trend, combined with a general search to new technologies (for example COA, OOD, and NI for both client and server applications), will sustain an overall demand for hands-on technologists and project managers who can combine financial markets experience and proven expertise in specific technologies. McGregor Boyall Contracts specialise solely in financial markets IT. We have an established reputation for matching skills and experience with challenging short and long-term contracts in the City and other major European financial centres.

For further information regarding these contracts, including duration and rates, please contact Albin Singleton on 0171 247 7433. Alternatively, send your CV to McGregor Boyall Contracts, 714 Mid-Berwick Street, London E1 7JH. Fax: 0171 247 7403; e-mail: alsingleton@mcgregor-boyall.co.uk

McGregor Boyall ■ Contracts

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## Before you make any big decisions, check out the competition.

### Competitor and Market Analysis Manager

**£45,000 + car + benefits**

British-American Tobacco is a clear leader in a competitive and fast moving business. Multi-national, multi-cultural and multi-disciplined, we are a first-class tobacco company with operations in over 80 countries and on every continent. With over 12% of world sales, our famous brands account for more than one in ten of all cigarettes sold around the globe. A successful and growing business, the focal point of our marketing strategy is a portfolio of leading international, regional and national brands which spearhead our expansion world-wide. Our competitor and market analysis team is firmly centre-stage as the provider of the critical market information that underpins sound marketing strategy.

We now seek an exceptional professional to join this influential team, which is based in our Global Marketing Department. Working closely with the British-American Tobacco Board, Global and Regional Marketing management as well as the Marketing Directors of our overseas operating companies, you will develop a leading-edge competitor information and analysis system which will secure our competitive advantage around the world. The role involves conducting reviews and analyses of competitor activities with the objective of adding value to the marketing management process. You will also enhance existing data collection and analysis systems whilst championing the introduction of state-of-the-art competitor analysis tools. This is an excellent opportunity for an outstanding individual. In your late 20's or early 30's, you will be a graduate, possibly with an MBA, with highly developed analytical skills. Your functional background is less important than your ability and your potential - our requirement from you is simply an exceptional track record in a bluechip environment where you have used your drive, intellect and commercial acumen to add significant value to a business. Critical to your success in the role will be your personal credibility, confidence and ability to influence at the most senior levels. Above all, you must be a resourceful networker, able to achieve results through others in an international business. Computer literacy is essential.

Our offer is straightforward: an environment where you can stretch your capabilities and be developed to a British-American Tobacco standard of global excellence. If you have got what it takes, opportunities to fulfil your real potential are unlimited. Contact Mary Alexander, Resourcing Manager, British-American Tobacco, Millbank, Knowle Green, Staines, Middlesex TW18 1DY.

**BRITISH-AMERICAN TOBACCO**

### BROKER, UNITED STATES GOVERNMENT SECURITIES - LONDON DESK

**COMPETITIVE SALARY PLUS BONUS AND BENEFITS**

Our Company is a large diversified broker in global government and corporate markets. The United States Government Securities desk in London has strong links with our parent company's successful desk in New York.

<p><b>JOB DESCRIPTION</b></p> <ul style="list-style-type: none"> <li>● Manage all aspects of the London desk and broker trades.</li> <li>● Create and develop computer relationships with major customers.</li> <li>● Keep US management abreast of development in the UK.</li> </ul>	<p><b>CANDIDATE PROFILE</b></p> <ul style="list-style-type: none"> <li>● Experience of working in and thorough understanding of the US Government Debt Securities market.</li> <li>● Familiar with modern trading and systems.</li> <li>● Excellent communication skills.</li> <li>● Good university degree.</li> <li>● Team player.</li> </ul>
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To apply please send your CV, in strictest confidence, to:  
Box AS822, Financial Times, One Southwark Bridge, London SE1 9HL.

### GENERAL MANAGER - EUROPE

Our client, a major international manufacturer of separation systems based in the United States, is seeking a unique individual for the newly created position of General Manager-Europe. Reporting to the President of the company, you will be responsible for creating a structure that coordinates all facets of our European business centers in order to obtain maximum leverage for Europe in sourcing, commercial development, marketing, and administration.

You must possess outstanding management skills and be willing to travel among our European (France, Germany, The Netherlands), United Kingdom and U.S. offices on a regular basis. Because our organization is multi-cultural, candidates with international experience are preferable. The ability to communicate effectively is imperative, as are an existing fluency in English and the desire to become fluent in French and German. A strong financial background, an entrepreneurial spirit, and a market-based management philosophy are all major assets. An advanced education in business (MBA or equivalent) in conjunction with an undergraduate degree in an engineering discipline is ideal. Separations or capital equipment experience helpful. Please write to: The Financial Times, Box # AS340, Number One Southwark Bridge, London UK SE1 9HL.

## ING BANK

### Head of Operations and Finance

ING Bank holds a leading position in corporate and investment banking in the emerging markets. Their continued expansion in the world's fastest developing regions underlines their requirement for exceptional individuals to run the operations side in a number of key locations.

Reporting to the General Manager and functionally to head office in Amsterdam, these positions offer a challenging opportunity with a wide remit which includes responsibility for operations, systems, finance, legal and general administration.

The successful applicants will be able to demonstrate:

- A thorough knowledge of international banking, ideally with an investment banking flavour, including trade and export finance, private banking, treasury and loans administration.
- A strong track record of successful management, the ability to train and delegate as well as forming positive relationships with colleagues and fostering a team approach.

Ideally this experience will have been gained in a major international financial institution which has involved considerable overseas experience.

Competitive ex-patriate packages including relocation expenses are offered for these excellent career opportunities.

Please send a detailed Curriculum Vitae quoting reference MHI596 to: Rochester Partnership Limited, 7 St Helen's Place, London EC3A 6AU. Tel: +44 (0)171 256 9000. Fax: +44 (0)171 256 9111.

**ROCHESTER**

### The World Bank, the leading multilateral lending agency in the field of global economic development, is seeking qualified individuals for the following positions:

## Project Finance Specialist

**DUTIES/RESPONSIBILITIES:** Take lead responsibility in assisting Bank managers in putting together, complex financing packages involving export credits, commercial bank financing and development assistance financing from bilateral or multilateral sources; provide advice on borrowing cost reduction and on feasible market techniques by which exchange and interest risks could be contained.

**REQUIREMENTS:** Advanced degree in Economics or Finance; at least 5 years relevant experience in a lead role arranging export credit financing or bank project financing for large projects (preferably in infrastructure, power & energy sectors) both in traditional and limited recourse basis; operational experience with project finance in commercial bank medium term lending; excellent negotiation and communication skills; proficiency in English and one other language (preferably French, Spanish, Chinese, or Russian). **CODE: CFS/96**

## Capital Markets Specialist

**DUTIES/RESPONSIBILITIES:** Work on the development of securities markets in the financial systems of developing countries; analyze the economic, regulatory, and institutional aspects of securities market operations in developing countries; and formulate policy & operational recommendations to promote the role and effectiveness of securities markets.

**REQUIREMENTS:** Advanced training in finance, economics, or business; at least 5 years experience in a senior position in a central bank, regulatory agency or self-regulatory agency, or in the treasury function, asset-liability management, strategic financial planning or advisory unit in a commercial or investment bank; hands-on knowledge of market dealing, accounting and back-office functions; knowledge of securities market policies and practices including regulatory and supervisory frameworks; ability to design, plan, and implement financial market arrangements for a financial center; capacity to provide technical assistance and advice on market practices, rules and regulations; thorough understanding of macro-financial policies, open market operations, and techniques of monetary management. **CODE: FSD/96**

Both positions are based in Washington D.C. Salary and benefits are internationally competitive. To apply, please fax a detailed resume or curriculum vitae, indicating the job code, to **FAX 202-477-1831**, or mail to **THE WORLD BANK, STAFFING CENTER, Room D-4140, 1818 H Street, N.W., Washington D.C. 20433, USA**, within 14 days of this advertisement.

**The World Bank**

### MARKETING DIRECTORS, EXECUTIVES AND FINANCE MANAGERS

#### DENA LTD INTERNATIONAL TRADING

c. Salary Neg. Enfield

An outstanding opportunity to be part of a newly established marketing company with a projected turnover of £100m in its first year. We are aiming to cover the EU, the Ex-Comecon countries as well as Turkey, India, USA and the Far East.

We are looking to form a Management Team who are highly motivated. The suitable candidates must have an International Marketing background which will enable them to enhance the company's business connections.

The ideal candidate will possess International Marketing knowledge in his relevant geographical area.

We are offering an excellent package to the right candidates. Interested professionals to forward their CVs and their handwritten cover letters in the strictest confidence to:

**Dena Ltd, Dena House,  
Progress Way,  
Enfield, Middlesex EN1 1UU  
(Tel. 0181-366 6623  
Fax 0181-366 6614/5)**

## Assistant Equity Fund Manager

The ideal candidate will possess International Marketing knowledge in his relevant geographical area.

We are offering an excellent package to the right candidates. Interested professionals to forward their CVs and their handwritten cover letters in the strictest confidence to:

**Dena Ltd, Dena House,  
Progress Way,  
Enfield, Middlesex EN1 1UU  
(Tel. 0181-366 6623  
Fax 0181-366 6614/5)**

**International Consultants**

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**APPOINTMENTS WANTED**

**DYNAMIC MANAGEMENT TEAM WITH RETAIL & SERVICES START-UP EXPERIENCE SEEKS NEW PROJECT IN ITALY**

Contact: G. Pelacconi  
Tel: 39-2-8382793  
Fax: 39-2-4840302

## Japan & Far East Fund Manager

### Excellent Salary + Structured Bonus + Benefits

The Investment Management subsidiary of a Merchant Banking Group wishes to appoint a talented Fund Manager to lead the Japan and Far East desk. The ideal candidate must be able to demonstrate a strong track record in previous performance. The individual will have at least 4-5 years' experience, sound knowledge of the above markets and the drive and ambition to produce results.

This challenging and demanding role presents a unique opportunity for a high calibre individual to further develop their career within their chosen market.

For a confidential discussion please contact Patrick Morrissey, Tel: 0171-236 2400, Fax: 0171-236 0316 or apply in writing to Sheffield-Haworth Ltd, Prince Rupert House, 64 Queen Street, London EC4R 1AD.

**SHEFFIELD-HAWORTH**  
Consultants in Search and Selection

### Compliance Manager & Company Secretary

#### Director Designate, Underwriting Company

Our client is a long-established combined agent at Lloyd's managing a Syndicate in addition to the Members Agency. As a result of reorganisation there is a need for a Compliance Manager. On completion of the restructuring, during 1996, the recruit will become a Director and Company Secretary of the new company.

Responsibilities will be for ensuring a rigorous compliance environment and for initiating new working practices to conform to the regulatory environment. This will include financial and management reporting, methods and systems, documentation, external communications, the supervision of timely and accurate returns to the regulatory body and matching compliance with new requirements as they are notified.

Responsibility will also be taken for accounting, office management and training and development. Candidates should be qualified Accountants or Chartered Secretaries or ACII and have at least three, and preferably five, years of Lloyd's market compliance management experience. At least part-achievement of the Lloyd's regulatory qualification is desirable. Age range is 40 to 50 with some flexibility either side. Salary is in the range of £40,000 to £45,000 plus benefits. Please forward a full CV, with salary details, quoting reference number 1232, to Tony McKiddie, Kidsons Impney Search & Selection Limited, 29 Pall Mall, London SW1Y 5LP. Tel: 0171 321 0336 Fax: 0171 976 1116

**KIDSONS IMPEY Search & Selection Limited International Search Group**

### Managing Director (Designate) Underwriting Company

Our client is a long-established combined agent at Lloyd's managing a Syndicate in addition to the Members Agency. On completion of a restructuring, during 1996, the recruit will become the Managing Director of the new company. General management responsibility will be taken for all aspects of the business and there will be particular emphasis on liaison with capital providers and upon business development. The position may not require a full working week. Applicants, probably aged over 45, will ideally have had significant, prominent and successful association with the Lloyd's/London insurance market. Salary will be negotiated against expected contribution to the company. Please forward a full CV, quoting ref. no. 1250, to Tony McKiddie, Kidsons Impney Search & Selection Limited, 29 Pall Mall, London SW1Y 5LP. Tel: 0171 321 0336 Fax: 0171 976 1116

**KIDSONS IMPEY Search & Selection Limited International Search Group**

الشرق الأوسط

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**WestMerchant**  
A member of the WestLB Group

## Corporate Finance Manager

**Excellent Package** City  
Superb opportunity for talented professional to join highly-successful corporate finance team.

**THE COMPANY**

- ◆ One of the most profitable London-based investment banks with international office network.
- ◆ Expanding and successful corporate finance team with a clear European focus.
- ◆ Strong track record and positive cross-border M&A deal flow.

**THE POSITION**

- ◆ Full responsibility for all aspects of transaction execution.
- ◆ Assist in developing knowledge, contacts and business worldwide. Extensive client contact.
- ◆ London based (at least initially). Dynamic structure and teams in Berlin, Düsseldorf and New York provide outstanding opportunities for effective performers to develop their careers.

**QUALIFICATIONS**

- ◆ 2-4 years of corporate finance experience within a leading investment bank, top six accountancy firm or major industrial company. Exposure to both public and private transactions will be a distinct advantage.
- ◆ Good degree and likely to be a chartered accountant, lawyer or MBA; certainly a team player with initiative, creativity and flair.
- ◆ Mature, tenacious and energetic. Highly numerate with good IT and financial modelling skills. Strong communication skills, a second language ability an advantage.

Please send full cv, stating salary, ref FS6407, to NBS, 10 Arthur Street, London EC4R 9AY



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## Head of Credit

**To £60,000 + Benefits** City

Superb opportunity to lead the credit function in a dynamic, profitable City institution.

**THE COMPANY**

- ◆ Market-leading, global futures broker. European headquarters in City of London. Profitable.
- ◆ High-value deals on all major international exchanges. Futures, commodities and arbitrage. Fast-paced business.

**THE POSITION**

- ◆ Report to MD. Responsible for rigorous credit analysis and procedures across the business. Lead small team.
- ◆ Constantly review and enhance credit policy. Liaise with regulatory authorities. Work to tight deadlines.

- ◆ Liaise across departments in London and internationally. Prepare and review recommendations to Credit Committee. Regular reviews of existing lines.

**QUALIFICATIONS**

- ◆ Graduate calibre, possibly ACA or snid credit training. Minimum 7 years' credit experience.
- ◆ Excellent analytical ability. Tenacious with astute commercial judgement.
- ◆ Comfortable in dynamic, demanding environment. Persuasive and articulate with strong interpersonal skills. Highly credible team player.

Please send full cv, stating salary, ref FS60501, to NBS, 10 Arthur Street, London EC4R 9AY



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### Opportunities abroad

Key aspects of Government Reform Project (KAGORP) - funded under the British Government's Know How Fund for Eastern & Central Europe.

#### Ukraine

#### Advisor to the National Bank of Ukraine

Duties include: to advise and assist the National Bank of Ukraine in the reform of the accounting system in the banking sector. The postholder will work to the Chief Accountant and assist with the implementation of banking reforms which will enable the Ukrainian banking system to function on the basis of internationally accepted accounting standards.

**Qualifications and Experience:** EU national; fluent Russian and/or Ukrainian speaker; knowledge of both western and FSU accounting systems; recent experience of assisting with the delivery of an implementation programme for economic reform; good interpersonal skills; experience of working in a UK and an overseas bank.

**Salary:** £34,500 to £50,000 depending on qualifications and experience.

**Contract:** one year, commencing mid-June 1996.

**Benefits:** free accommodation; airfares and baggage allowance; medical cover; superannuation compensation allowance of 18.75 per cent of salary.

**Closing date:** Wednesday 23rd May 1996.

Requests for further details and an application form, quoting post reference: 96/S/004 and enclosing an A4 r.a.e. (RSP), to: Overseas Appointments Services, The British Council, Metlock Street, Manchester M15 4AA.

Telephone: 0161-957 7388. Fax: 0161-957 7397.

The British Council and the ODA are committed to a policy of equal opportunities.



### ANALYSTS WANTED

Experienced analysts who have left the City, or are thinking of doing so, are offered the opportunity to WORK FROM HOME on research projects at CITY RATES OF PAY

Tel: 0171 351 1963

### APPOINTMENTS WANTED

#### Software Startup seeks MBA/FCA!

Explosively energetic MBA (or similar mgt/acc qual) sought for new software Co. (as shareholder) to join R&D team in creating revolutionary business software (for worldwide market). Must survive low wages during 18m R&D!

J Friedman - 01522 696911

#### SENIOR FIXED SALESMAN

Senior Fixed Salesman (MBA) with 10 years experience in the City of London. Seeking a challenging role in a dynamic environment. Please apply to Box 4533, Financial Times, One Southwark Bridge, London, SE1 9HL.

#### PRIVATE BANKING/FINANCIAL MARKETING

MBan, Lugano  
37, Manager, Italian, 11 yrs Marketing and Sales experience in Multinational Advertising Agency. Bank Companies seeks a challenge.  
Please write to Box 4534, Financial Times, One Southwark Bridge, London, SE1 9HL.

Experienced and conscientious builder with excellent references seeks live in household position to family or business. Any location worldwide.  
Write to Box 4530, Financial Times, One Southwark Bridge, London SE1 9HL.

### ACCOUNTANCY APPOINTMENTS

## Financial Controller

Budapest

\$ Attractive Package

Our client is a growing force in telecommunications in Central and Eastern Europe. It owns 12 companies located in Hungary, Poland, the Czech Republic and Romania, and plans further acquisitions.

They now seek a commercially minded Financial Controller to play a key role in the financial and commercial development of their businesses in the region. Reporting to the CFO, responsibilities will include monthly management reporting to the US, implementation of systems and procedures, ensuring local statutory reporting requirements are adhered to as well as supervising tax and treasury matters. In addition, he/she will assist in assessing new business opportunities and help in developing local staff.

The successful candidate will be a qualified

accountant with industrial experience, preferably gained within a telecommunications or hi-tech environment. A high degree of computer literacy together with a knowledge of International Accounting Standards are required.

The person will also need to demonstrate strong organisational and interpersonal skills. Previous experience of working within the region and/or any relevant language ability would be advantageous but not essential.

Interested candidates should forward a comprehensive CV, stating a daytime telephone number and current remuneration details, quoting reference 287957, to Hugh Eyward, Director at Michael Page Eastern Europe, Page House, 39-41 Parker Street, London WC2B 5LH, or fax +44 (0) 171 404 6370.



Michael Page Eastern Europe

International Recruitment Consultants

### ACCOUNTANCY APPOINTMENTS

## FINANCE DIRECTOR

Milton Keynes £50,000 + car + bonus + s/options

Our client is a highly respected plc, a market leader within its field and, due to the nature of the multi-sited service it provides, a well known household name. Over the last year the combination of acquisitions and the introduction of sophisticated information technology has transformed the scale of operations and provided a distinct commercial advantage within the marketplace.

As a direct consequence of this growth a Finance Director is now sought for a key £30m t/o division. Prime duties will be to establish tight financial controls, extend the IT capabilities from the commercial operations into finance and, most importantly, to work with the board to provide divisional strategy and development.

Candidates will be qualified accountants, probably aged late thirties, with a proven track record of senior management achievement ideally gained in a sales and marketing multi-site environment. Strong management, communication and teamwork skills are essential coupled with a clear pragmatic approach. This is a highly visible role within the plc and one that requires energy, enthusiasm and commercial credibility at the most senior levels.

Please write enclosing full curriculum vitae quoting ref 648 to: Philip Cartwright FCMA, Cartwright Consulting, 3 Wigmore Place, Cavendish Square, London W1H 9DB  
Tel: 0171 371 9476 Fax: 0171 371 9478

**CARTWRIGHT CONSULTING**  
FINANCIAL SELECTION & SEARCH

**WICKED WEB LTD.**, a UK Internet Web Site design co. seeks Director-Business Development. Skills required: in depth knowledge of technical and legal development of the Internet in US and UK and extensive legal and industry contacts in US and UK. Ann. Salary: £25,000. Tel: UK(0)171 829 8323.

#### APPOINTMENTS ADVERTISING

appears in the UK edition every Wednesday & Thursday and in the international edition every Friday.  
For further information please call: Andrew Stanzeid on +44 0171 573 4004

## EUROPEAN CORPORATE AUDIT

### Challenging Role within Global Technology Group

With operations spanning 70 countries and a turnover in excess of US\$2.2 billion this rapidly growing international group has achieved significant competitive advantage in their core businesses. Their reputation is first class and their track record as pioneers, developers and providers of leading edge technologies and professional consultancy in sectors such as oilfield services and industrial automation is second to none. Their managed international solutions have set the standard which has become the industry benchmark.

#### London

to £45,000 + Benefits

- Qualified, ideally 'Big 6' with international experience gained from either the manufacturing or service industry
- Highly motivated, mature and results oriented with natural interpersonal skills
- Independent and resourceful and capable of working successfully with limited supervision
- Able to forge strong international links, financial and otherwise within a changing organisation
- Relishing the prospect of a high profile role with up to 75% travel, half of which will be in Continental Europe and the U.S.
- Fluent in another European language, preferably German

This represents an exciting and challenging opportunity for the right individual to impact positively on the shape and growth of this successful international group. Opportunities for career progression within the group are excellent.

Interested applicants should apply immediately to Robert Macmillan or Sarah Freeman, stating current remuneration and quoting reference number UKR0012 at Nicholson International (Search and Selection Consultants), Bracton House, 34-36 High Holborn, London, WC1V 6AS, England. Alternatively telephone on +44 (0)171 404 5501, fax your details on +44 (0)171 404 8128 or Email: n@nicholsonint.com.



**NICHOLSON INTERNATIONAL**  
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Australia Austria Belgium Brazil China Czech Republic France Germany Holland Hong Kong Hungary India Israel Italy Poland Portugal Romania Russia Spain Turkey

#### FINANCIAL ACCOUNTANT

c. £35,000 PLUS BONUS & BENEFITS

A new appointment for a rapidly growing petrochemical company trading and distributing a range of solvents; and manufacturing automotive chemicals - antifreeze, coolants, brake fluids, screen washes. There is a large tank farm and blending facility of Humberside. Subsidiaries in Dubai, Sweden, Belgium. Sales £85m last year representing about 150,000 tons of product delivered. Role includes: financial analysis, management reporting, statutory accounts. Possible opportunity for relocation overseas in due course for anyone interested, but this post is Wimbledon based, with a little travelling now and then. Qualified accountants with commercial experience, lively interests and sense of humour, who would fit into this small, high pressure team (70 in all) should send full CV in confidence to Bill Lubbock, Chairman.



Petrochem UK Ltd  
Flower Court, 56 High Street  
Wimbledon Village  
SW19 5EE

## Finance & Administration Manager

Vienna

Austria



Our client is the world's largest independent biotechnology company. For their fast expanding European operations, we are searching for a Finance and Administration Manager for a new Austrian affiliate. The successful candidate will be responsible for all F&A matters, including balance sheet, personnel issues, controlling as well as distribution related affairs. Dynamic professionals having relevant experience in a similar position within the healthcare industry, being bilingual German/English, are invited to send their CV and contact details, quoting ref: 434, to:

Thorburn-Geiger Group, POBox 1225, 1001 Lausanne,  
Switzerland Fax: +41 21 6131029

## Group Controller

£200 Million Expanding Group

London

£60,000 - £65,000 plus long term incentives and options

- Professional Group Management, accomplished at acquisitions
- Full plc exposure and international dimension
- Number two to Group Finance Director
- Responsible for Group results, accounting policy, tax and balance sheet management
- Requires active commercial and professional relationship with operating companies and divisional management
- Key role in acquisitions and integration
- Graduate chartered accountant with plc head office experience, and exposure to modern manufacturing
- Productive pc user, able to specify group IT infrastructure
- Probably aged 30s, strong professional credentials and inquisitive commercial brain.

Please send full cv, quoting Ref 2710, to:  
S+T+C Selection, 54 Jermyn Street,  
London SW1Y 6LX.

**S+T+C**  
SELECTION

## REGIONAL FINANCIAL CONTROLLERS

HIGH PROFILE, COMMERCIAL FOCUSED ROLE

CARDIFF, WEYBRIDGE

c. £40,000 + CAR + BONUS

- Exciting opportunity to join market leading retailer of branded capital goods/services. Help spearhead a major change programme and contribute to business development as a key member of the regional senior management team.
- Part of a major plc with turnover in excess of £1 billion, highly regarded for its commitment to customer service and quality, and offering considerable scope for future career development.
- Highly commercial role, focused on:
  - Challenging traditional business processes;
  - Analysing customer/product profitability;
  - Reshaping the business to deliver better returns;
  - Delivering accurate business plans and forecasts;

- Maintaining high financial control standards through a Regional Finance Team.

• Candidates will be qualified accountants, with strong financial and analytical skills gained in an operational environment, and preferably within a multi-site retail/service business.

• Good intellect and rounded business awareness are essential, together with the commercial acumen to ensure the profitable delivery of outstanding customer service.

• Well developed interpersonal skills - able to persuade and influence across the business, as well as manage and motivate others. Unquestionably customer driven and a team player who can shape as well as monitor.

Please apply in writing quoting reference 984 with full career and salary details to:  
Susan Ryder  
Whitehead Selection Limited  
11 Hill Street, London W1N 8BB  
Tel: 0171 290 2645  
http://www.ghceet.co.uk/whitehead

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SELECTION  
A Whitehead Mann Group PLC company

## STANDARD PRODUCTS LIMITED Company Financial Controller

Huntingdon

Competitive Salary + Benefits + Relocation

Standard Products Limited is an expanding £60m turnover company and is the UK subsidiary of a US Fortune 500 company with a worldwide billion dollar turnover. They are a market leading manufacturer of rubber sealing and decorative plastic trim for the global automotive industry and have implemented focused continuous improvement techniques throughout the four main manufacturing sites in the UK.

50% will be statutory accounts, treasury, cash management, tax, budgeting, forecasting and consolidation.

Candidates will be qualified ACA, either from a top 20 firm with at least 3 years post qualification experience and significant involvement with manufacturing clients or have at least 2 to 3 years experience in a commercial manufacturing accounting role. You will be an excellent communicator with good commercial knowledge and a continuous improvement mentality. Cost tracking experience and a working knowledge of French would be advantageous.

This is an opportunity for a commercial ACA to develop this broad role, reporting to the Finance Director, and allows the candidate to make a real contribution to the bottom line in a highly competitive environment with responsibility for a small team. 50% of the Financial Controller's role will be proactive financial control and guidance.

This is a challenging and varied role for a proactive and enthusiastic person.

Please send CV and full salary details to  
Chris Robinson. Closing date for  
applications Monday 13th May 1996.



Phoenix Search & Selection, Milton Hall,  
Milton, Cambridge, CB4 6AB  
Tel: 01223-441661 Fax: 01223-440851

## FINANCIAL CONTROLLER

London

£40,000

Our client is a major international retailing group which has undergone strategic reorganisation to maximise potential within existing and future markets.

As a result an opportunity now exists for an ambitious individual who is committed to a career in retail.

In an operational capacity you will be responsible for performing all aspects of financial control, providing management information and supporting the Financial Director. A stand alone role with decision making responsibility, it requires the following skills and experience:

- Achievement in a results orientated environment.
- Communication across the business.
- Proactive, innovative approach to problem solving.
- Line management and systems exposure.

An entrepreneurial and highly motivated self starter with strong interpersonal and technical skills, you will be a qualified accountant probably in your early 30s. Committed to developing the finance function as a resource to the business and comfortable maintaining relationships cross functionally, you will benefit from the progressive management ethos in a supporting environment.

To discuss this opportunity, please contact Deborah Shearer on 0171-405 4161. Alternatively send your CV to her quoting salary in total confidence at the address below.

FMS, 5 Brent's Buildings,  
Chancery Lane, London EC4A 1DY  
Tel: 0171-405 4161 Fax: 0171 430 1140  
E-Mail: 100621.2024@compuserve.com



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FINANCIAL TIMES

## MULTI-NATIONAL - MANUFACTURING Financial Controller

North West £45,000 + Car Allowance

Our client is a substantial multi-national manufacturing business. They are highly profitable and progressive with a track record of sustained growth and significant further expansion is envisaged through a combination of acquisitions and organic growth.

The key position of Financial Controller offers a wide range of responsibilities in a demanding business environment. Reporting to the European Financial Director and managing a sizeable team, you will provide a central finance and management information service for several European subsidiaries and also be responsible for developing and enhancing the quality of analysis and reporting to the European Headquarters. In addition, you will handle all UK statutory reporting requirements.

To fulfil these wide-ranging responsibilities, you must be a qualified accountant, probably aged 35-45, possessing the skills to cope with individuals from a wide range of disciplines and

cultures, coupled with the leadership ability to successfully combine responsibility for personnel management with the financial aspects of the position. This role will appeal to a good motivator with integrity, common-sense and commercial awareness. A second language would be advantageous.

The company offers excellent career prospects, a competitive salary, car allowance and other benefits commensurate with a leading multi-national company.

Please send your CV in the strictest confidence, quoting reference number FT/5389, to:

Jupiter Confidential Reply,  
Jupiter Advertising Ltd,  
4th Floor Newton Silk Mill,  
Hobnob Street,  
Manchester M40 1HA.

**JUPITER**

## DIRECTOR OF FINANCIAL SERVICES



Building Our Vision  
of the Future

**Hays Executive**  
STRATEGIC SEARCH & SELECTION

Liverpool Housing Trust is one of the country's leading housing associations with over 8500 high quality homes across Merseyside. In the increasingly competitive housing association sector, LHT is successfully bringing commercial values and practices to the provision of affordable housing services. They have an aggressive development programme of over 300 homes per annum and reinvestment plans exceeding £20 million. Their financial performance gives them an enviable platform for the future, supported by a clear business plan and an established Trustwide commitment to TQM.

### The Opportunity

You will manage a revenue budget of c£15 million and annual capital spend of c £20 million. Leading a central team of 12, you will also have responsibility for controlling decentralised financial functions throughout the Trust and, as a key member of the management team responsible to the Chief Executive, you will report to the board. As part of the continuing drive for best services at lower cost, you will lead on the planned review of financial services. Other key elements will include:

- Development of improved management information
- Treasury management and raising private finance
- Budget planning and monitoring
- Statutory and regularity reporting
- Long term business planning
- High level representation

### The Appointee

- A qualified Accountant with strong technical grounding in finance and business, either in the public or private sector
- A team player experienced in achieving and delivering results through people
- An ability to understand and interpret complex business issues, creditably and concisely
- Proven experience in operating effectively at board level
- Ability to contribute to a results orientated participative environment
- Practical experience of developing accurate and timely management information

To apply please write including your cv and current salary details to our Recruitment Advisor, Simon B Potts, Hays Executive, 29 Stamford New Road, Atrincham, WA14 1EB. Tel: 0161 929 1689. Fax: 0161 926 8561. Closing date 16th May 1996. Interviews will be held from 3rd June 1996. Liverpool Housing Trust is an equal opportunity employer.

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